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Exceptional Shopping Experiences

Europe

Growth 3000

Make every shopper moment matter

Respond to real-time behaviour.

Create individualised shopper experiences at scale.



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INTRODUCTION

Welcome to the second RetailX Europe Growth 3000 report, in which we publish the list of 3,000 companies that follow our previously published RXEU Top500. Our focus is on growth and the four drivers of growth: more traffic, the shift to mobile shopping, easy and convenient delivery, and making it easier to pay. We cover retailers and brands selling to customers in the 31 countries of the EEA plus Switzerland and the UK.

Our findings are illustrated throughout by RetailX quick-to-read graphics and case studies, drawn from across the continent – from Estonia, Spain, Romania, Denmark, Sweden, Germany, the UK, the Netherlands, Czechia and beyond – and across retail categories. Throughout, we use RetailX graphics to illustrate our findings. Those graphics are available to reuse (under a licence) and we encourage you to do so. We look forward to your feedback. ■

Ian Jindal, CEO & Editor-in-Chief

Ecommerce is booming – how can retailers take advantage of increased online demand?

Stefanie Cunha, Head of Western Europe and International Growth Markets, Regional Businesses, at Worldline, explains why investing in your ecommerce strategy and digital infrastructure can help merchants thrive regardless of unforeseen events



As the post-pandemic landscape is still unclear, retailers all over the world are working to decipher industry-wide best practices. The transition to online is nothing new. The question is, where is ecommerce heading and what can merchants do to improve their digital payment strategy?

The past year has shown how important it is for businesses to be quick on their feet. Retailers across

Europe, both traditional brick-and-mortar and ecommerce, have had to adapt to new consumer behaviour. The companies that were heavily relying on foot traffic and niche markets have embraced digital in its many forms. We have seen that retailers that started operating in other geographical markets, using new tools to engage customers or investing in digital channels such as marketplaces, were the ones coming out on top.

New opportunities for merchants

Consumers are paying more attention to small and medium businesses as they are in a better position to engage authentically. Having said this, ePayments are not just for the big players, but also for the smaller size retailers that pivoted during the pandemic. The last 18 months have shown us that there is more than one solution or platform to sell on. Nevertheless, the success of each conversion is determined by how smooth the final step is – the payment stage. The right digital infrastructure can help merchants take advantage of customers' interest in their brand and offering.

A frictionless digital journey can make the difference

The best shopping experience is designed with the customer in mind. Although it might have worked in the past, launching a new webstore is no longer a silver bullet especially in such a competitive

environment. Implementing smooth and convenient experiences can make retailers stand out from the crowd. New emerging trends are encouraging retailers to invest in new ways of engagement such as livestreaming on social media whilst the payment journey is overlooked. The unfortunate reality is that, globally, a staggering 69% of potential customers are dropping out in the last minute when the payment process is not seamless.

Hybrid shopping experiences might become the norm

As life slowly returns to normal, consumers are eager to start visiting physical shops again. However, we don't know how long this will last, especially when they have already adopted new purchasing behaviour. Therefore, merchants should continue to invest in optimising their payment strategy. This way, they will be better equipped for future scenarios.

We are expecting to see more hybrid shopping experiences that combine elements of both ecommerce and traditional retail stores. In-app payments have become more popular, for example in restaurants where transactions happen online even if customers are present.

In the end, the payment experience should be completely seamless, so retailers can focus on what is important to them: growing their business. ■

Worldline

Worldline is the European leader in the payments and transactional services industry. With its global reach and its commitment to innovation, Worldline is the technology partner of choice for merchants, banks and third-party acquirers as well as public transport operators, government agencies and industrial companies in all sectors.

ingenico.com/payments

Finding new opportunities as power shifts to small and mid-sized retailers

Mark Adams, CEO of Attraqt, considers how AI can help growing businesses respond to the disruption of the last year



Even before the pandemic, ecommerce has been disruptive to traditional retail and a huge growth opportunity for those that adopted and invested in digital transformation. The pandemic has accelerated the adoption of ecommerce because there has been little choice for most retailers and brands, this has been a matter of survival for many. At the same

time, new habits have been formed by consumers with browsing and purchasing on a retailer or brands website more frequently, on apps, on social and in marketplaces. Brands have to present everywhere today to reach the consumer.

We saw many brands that didn't have a digital focus quickly adopting ecommerce and in many ways this has levelled the playing field for small to mid-sized companies with whole new segments of consumers flocking online and buying local. Of the larger brands already invested in ecommerce those who have emerged strongly from the last year were either early adopters in ecommerce or brands agile enough to respond to consumer demands in a digital setting, without depending on in-store revenues – both pureplay and multi-channel. Many shopping habits will remain online for a wider segment of consumers; now all brands are going to have to work hard to turn this disruption into steady but differentiated shopper experiences to meet consumer demand and consumer expectations.

Finding new opportunities

We're entering an exciting age of democratisation in retail. This shifts power from traditional heavyweights to small and mid-sized business owners. The path to consumers will be fiercely competitive over the next two years. The future of these brands and the experiences they offer is being propelled by technology. The use of embedded AI continues to expand across industries, from personalised recommendations for online shopping to automated customer service agents that optimise the user's experience.

The industry has been talking about AI for years, but now it's impact on how shoppers find, discover and experience brands

online is seismic. And it's truly the great leveller in retail success. AI can power a traditional enterprise retailer, with complex product catalogues, big teams and disparate data sources in the same way it can do for a small to mid-size brand with equally complex product catalogues and a team of two.

Responding to challenges

Look for any given product online and you'll find countless stores offering similar experiences. Differentiation is a challenge for merchants. And now small to mid-sized brands are in direct competition with the giant marketplaces and established retailers. In order to succeed, the experiences you offer consumers need to not just be about your commercial goals, but squarely set against individualised consumer intent. Every moment a shopper is on your site and you don't respond to this intent based on how they behave is a wasted opportunity and a lost customer. Retailers and brands that don't have the resources of larger organisations are no longer at a disadvantage. AI offers the ability to leverage existing and real-time data to scale a much more direct relationship with their customers right across the shopper journey. In addition, think of how you assemble your tech stack and investment carefully, so that you can be agile enough to respond quicker and better than the competition. This is why the market is shifting towards headless technology, which enables this level of agility. ■



Attraqt powers exceptional shopping experiences for over 300 of the world's leading brands, manufacturers and retailers. Attraqt provides a set of API-enabled, algorithm-driven, intelligent SaaS services covering personalisation, search, navigation, merchandising, recommendations and internationalisation. Ensuring individualised and connected micro-experiences that support product discovery through to inspiration and purchase, and beyond.

sayhello@attraqt.com

Selling as shoppers move further online

Customers have bought more online over the last year, benefiting the members of the Growth 3000 that have refined their digital approach to commerce, writes **Chloe Rigby**

The second edition of the RetailX European Growth 3000 showcases the rich variety of the continent's ecommerce and multichannel market. The members of the RetailX Growth 3000, which covers the 29 markets of the EEA plus the UK and Switzerland, are the European retailers that follow the RetailX Top1000 Europe. The list includes global fashion brands and retailers, from Levi Strauss to Valentino, alongside sports clothing companies, homewares, stationery and components retailers. The ecommerce operation of Chelsea Football Club is on the list as is the Fédération Française de Football, Deutsche Post and The British Museum Shop. G3K customers include those who shop with Die Moderne Hausfrau – and those who buy from Joseph Joseph. Taken together, the list of up-and-coming retailers illustrates the depth and breadth of businesses that trade through digital selling across Europe.

The Growth 3000 (G3K) is analysed in this report through both size and performance. Brands are first assessed on their footprint – based on retail and ecommerce turnover, web traffic and store networks – before being analysed through four dimensions. The Find dimension is about how retailers stand out in search and navigation, Mobile considers how retailers build their services for shoppers using smartphones and provide multichannel services such as collections and Delivery assess the speed and cost of delivery and returns. Finally, Checkout assesses the payment methods that retailers support.

Research findings are this year drawn from the Top3000 retailers. But the retailers listed this year are substantially different from those listed last year, with fewer than half - 1,301 – listed in both years. These core retailers are included in the research metrics that assess year-on-year changes.

The Growth 3000 context

More than a year of pandemic-related disruption has thrown up both challenges and new opportunities for the up-and-coming ecommerce and multichannel retailers that are listed in the Growth 3000 Europe. Repeated lockdowns have meant that those multichannel retailers classed as non-essential have had to close their doors on several occasions over the last year in many European markets. These smaller retailers are likely to have been harder hit by the introduction of the first trading barriers to be erected between the EU and the UK since 1971 since they lack the resources to build dedicated EU or UK warehouses that their larger competitors can provide. A recent ChannelAdvisor study (1) found that 94% of UK

brands said they had lost EU customers as a result of the changes, and that 66% had done so to a significant extent – with slower delivery times often the cause.

But at the same time, locked down shoppers went online to buy from both trusted and new online retailers. Some bought online for the first time, and discovering that they liked the experience, went on to shop more often.

Is the shift online permanent? So far, retail sales figures suggest that the proportion of sales taking place online has settled at a higher level in the wake of the pandemic than it was before the emergence of Covid-19. In the UK alone, ecommerce accounted for 20% of retail sales in February 2020, according to figures from the Office for National Statistics. By the end of the third UK lockdown, in March 2021, 34.7% of retail sales were online. That has started to settle as shops reopened, with 30% of sales taking place online in April 2021, again, according to the ONS.

Profiting from the shift online

Many smaller retailers have prospered despite the challenges of the last year. Online retailers have benefited quite straightforwardly as more shoppers have turned to the channel. Independent retailers on local high streets have attracted footfall from those who are now working from home. Others in niche areas have benefited as shoppers started to invest in their homes and gardens, or spent more time on hobbies and sports, sent gifts to those they were not able to see face to face – or simply cooked more than they used to. CMO, the parent company of Growth 3000-listed Drainage Superstore and Roofing Superstore, is now planning a stockmarket flotation (2) and says it is disrupting a £27bn market that previously took place mostly offline. The business has been growing for more than 10 years, but its directors acknowledge that it has benefited over the last year from the online shift and behavioural changes triggered by the Covid-19 pandemic. It now plans to serve the next generation of digital natives. "Our clear and focussed strategy will enable us to continue to capture further profitable share in an under penetrated market as customers increasingly move online," said CMO Group chief executive Dean Murray as he announced the plan to list on AIM.

Meanwhile, Ideal Shopping Direct (ISD), which owns the Ideal World and Create and Craft TV shopping channels, both listed in the Growth 3000, says it has seen high levels of demand for both outdoor and leisure products as well as for sewing machines and



Shoppers have spent more time on crafts and hobbies, boosting Growth 3000 retailers including Create and Craft, during the Covid-19 pandemic

fitness equipment over the last year. It has now reported record sales of £150.6m in 2020, up by 16.1% year-on-year, with pre-tax profits of £8m. It also found that brands – including Clarks Shoes and Regatta – that had not previously have sold via its channels were keen to do so, as larger retailers' stores closed for lockdowns. Because much of ISD's supply chain is based in the UK, it was also well placed for other challenges such as the container crisis prompted by Covid and Brexit-related supply chain issues.

ISD chief executive Jamie Martin says: "Before the pandemic, we were already well on the way with our digital transformation, which laid the foundations to navigate these choppy waters. And while we may have seen organic growth on our Ideal World TV shopping channel of around 30 to 40% in some weeks during the pandemic, the reality is that our business is now more effective and cost-efficient. We've done this by identifying and making the right strategic changes, whether trimming cost efficiency, margin efficiency or enhancing overall consumer appeal. It's these small, but essential, tweaks that all add up at the same time to make the business more profitable."

Conclusion

Looking ahead, it's likely that the retailers in this year's Growth 3000 are now well placed for further growth. Having survived the effect of the Covid-19 pandemic, often with digital infrastructure that has proved resilient and may also have seen

investment over the last year, they are positioned to profit as the shift online continues.

Those that have also moved to satisfy growing demand for sustainable shopping as well as investing in digital are also likely to reap the rewards. By doing so these upcoming retailers will satisfy upcoming generations of customers for whom secondhand is in vogue – as illustrated by Etsy's \$1.6m acquisition of the Depop secondhand clothing marketplace – while recyclable packaging is now a must for many. ■

(1) <https://internetretailing.net/international/uk-brands-losing-eu-customers-post-brex-it-even-as-direct-sales-rise-post-covid-study-23366>

(2) <https://internetretailing.net/strategy-and-innovation/strategy-and-innovation/pureplay-building-materials-disruptor-plans-stockmarket-flotation-23352>

THE RETAILX GROWTH 3000 2021

These are the European retailers and brands that follow the RetailX Europe Top 1000, measured by size and performance

TOP 50	TOP 150		TOP 500			
4F	ADDNATURE	LAFELTRINELLI	11TEAMSPTS	BUYAGIFT	EGLAMOUR	IROBOT
ACTIV INSTINCT	ADLER	LEEKES	1A	BUYSARES	ELLOS	ITS
AMARA	ALBA MODA	LENSTORE	220.LV	BVB FANSHOP	EMMA	JACADI
APOTHEKE	ALCAMP.OES	LEVI STRAUSS	3SUISSES	BYTOM	EP	JAKO-O
BOTTEGA VENETA	AMBROSE WILSON	LIBRACCIO	A3 SPORTS	CAMERANU	ESCAPADE	JARROLD
BOX.CO.UK	APPELRATHCÜPPER	MANFIELD	ABC RC	CARPISA	ESTÉE LAUDER	JD.COM
BRORA	ARC'TERYX	MANKIND	ACE & TATE	CARTRIDGE PEOPLE	EVE SLEEP	JELMOLI
CAREOFCARL.COM	BBQGUYS	MAS MUSCULO	ALEXANDER MCQUEEN	CARTRIDGESAVE.CO.UK	EVERLANE	JML
CHAOS CARDS	BIPA	MENNACE	ALL TRICKS	CELJO	EVOMAG	JOOM
CHI CHI	BONAMI	MILITARY 1ST	ALL BEAUTY	CELLBES	F64	JOTEX
COMPUTERUNIVERSE	BRILLE24	MIO	ALLE-NOTEN	CENTRUM ROWEROWE	FABRYKA FORM	JPC
CONNOR WOHNDISIGN	BUBBLEROOM	MISS COQUINES	AMAC	CHAUSSÉE	FACTCOOL	JULES
CORTEXPOWER	BUCHERER	MOBILCOM-DEBITEL	APO-ROT	CHEMIST DIRECT	FARMDROP	JURA WATCHES
ELBENWALD	BULEVIP	MODULOR	ARIA TECHNOLOGY	CHYTAPUST	FASHION EYEWEAR	JUSTFAB
ELEFANT	THE CAMBRIDGE SATCHEL COMPANY	MONICA VINADER	ARLT	CITADIUM	FIORUCCI	KAMERA EXPRESS
ENGELHORN	CAMPZ	MYMEMORY	ASAMBEAUTY	CLAIMS	FIREBOX	KAPORAL
ESDEMARCA	CLIFFORD JAMES	OBABI-OKADI	ASMC	COCOON CENTER	FLORAPRIMA	KARNEVAL-MEGASTORE
FASHION WORLD	COACH	OUTDOOR & COUNTRY	ASTRATX	COGGLES	FOTOKOCH	KARSTADT
FORTNUM & MASON	CROCUS	PHARMA SHOP	ASTROSHOP	COLUMBIA SPORTSWEAR	FRANCE LOISIRS	KAUDAMAJA
FRANKONIA	CYFROWE	THE PIHUT	BAKY CITY	COOLSHOP	FREEMANS.COM	KING JOUET
FURNITURE123	EARLY LEARNING CENTRE	PINK BOUTIQUE	BABYONE	COOP (SE)	FRESH COTTON	KIPLING
GAK	EDUSCHO / TCHIBO	PLACEDSTANCES.COM	BABYSHOP	CORA	FUNKYPIGEON.COM	KLEERTJES.COM
GETTHELABEL.COM	ELECTRO.PL	PLANET ORGANIC	BARRABES	CORTE FIEL	FURNITUREBOX	KNYGOS.IT
HAPPY SIZE	EMINZA	PREZZYBOX	BAUMSCHULE- HOSTMANN	THE COTSWOLD COMPANY	GALERIES LAFAYETTE	KOSMETYK IZAMERYKI
HEINIE HAYNES	EMMA BRIDGEWATER	PRIMROSE	BECCQUET	CRAGHOPPERS	GAME MANIA	LA COMPAGNIE DES ANIMAUX
ILGUFO	ESSENTIAL	PROIDDE	BEERWULF	CRUISE	GAMESTOP	LARGE
IN THE STYLE	FASHION ID	ROCKMETALSHOP.PL	BENEFIT SAN FRANCISCO	CRUTCHFIELD	GEMPORIA	LE BON MARCHÉ
KALEIDOSCOPE	FETCH	SAMSONITE	BERGHAUS	CULT FURNITURE	GIGA COMPUTER	LEOKIA
KAUP24.EE	FIGLEAVES.COM	SANICARE	BERGZEIT	CULT PENS	GINATRICOT	LEEN BAKKER
KLINGEL	FITFLOP	THE SCHOOL OF LIFE	BICIMARKET	CVP	GINZA	LEKMER
LASCANA	FOOTPATROL	SHEEGO	BIG BANG	CYBERPORT	GLOBUS	LIBRI
LIBERTY LONDON	FURLA	SOCKSHOP	BIG STAR	CYCLABLE	GO GROOPIE	LIBRIS.RO
LIFESTYLESPTS	GABOR	SOSANDAR	BIJOU BRIGITTE	CYCLESURGERY	GOMEZ	LINDINGER
MINIINTEBOX.COM	GESCHENKIDEE	SPORT ZONE	BLACK CIRCLES	CZASNABUTY	GRAHAM AND BROWN	LINVOSGES
MOTOBLOUZ	GLOBALDATA	STEG ELECTRONICS	BLOOM & WILD	D.I.D ELECTRICAL	GRATTAN	LIZ EARLE
MUZIKER	GOLFONLINE	STYLEPIT	BLUE BIRD	DAMART	GROSBILL	LOESDAU
OMODA	GRAHAM & GREEN	T2	BLUSH.NO	DANIEL WELLINGTON	GROWELL	LOOKAGAIN.CO.UK
OVS	GUNFIRE	TALLY WEIL	BOBBI BROWN	DEGUISOI.FR	GYMGROSSISTEN	LOVECRAFTS
PEEK & CLOPPENBURG	HAWKSHED COUNTRY WEAR	TOOLSTOP	BODYSTORE.COM	DEIN DEAL	HESSNATUR	LOVELL RUGBY
PETER HAHN	HIPPOLAND	TOPVINTAGE	BONITO.PL	DELA MAISON	HHV	LULULEMON
PLANET SPORTS	INTYMMA.PL	TRACTIVE	BOOHOMAN	DELICOM	HIFI-REGLER	LUMINAIRE
ROKIT	IRONMONGERYDIRECT	UK FLOORING DIRECT	BOOKLINE	DEPOR VILLAGE	HIPERCOR	MACNIFICOS
SCOTTS OF STOW	IWOOT	URBAN INDUSTRY	BOTICINAL	DESENIO	HOBBY HALL	MADE IN DESIGN
SIGMA SPORTS	JACOB	VAPE CLUB	BPM-POWER	DICKIES WORK WEAR	HOEPLI	MAGIC MADHOUSE
THREE	JJ'S HOUSE	VARLE	BRACK ELECTRONICS	DOCKERS	HOOD	MARC DARCY
TOYS R US	JOLLYROOM.SE	VENTE-UNIQUE	BREITLING	DOCMORRIS	HORLOGES.NL	MARIONNAUD
UK ECIG STORE	JOMASHOP	WASCHBAR	BRITISH CORNER SHOP	DROGISTERIJ	HUNTER	MARKS ELECTRICAL
VENCA	K&O	WATCHES OF SWITZERLAND	BROWN BAG CLOTHING	DRUCKERZUBEHOER.AT	HYGI	MEDIA SHOP
WOODHOUSE CLOTHING	KASA	WE FASHION	BRUNEAU	DU PAREIL AU MEME	I-SELLS	MEDIMAX
YUMI	LA PERLA	WENZ	BSB	DUREX	IDEAL WORLD	MEGABAD
			BUGABOO	E-TEC.AT	ILLY	MERLIN
			BUTIK I LIKE!	EASY PARAPHARMACIE	IMERCO	MERRELL
				EFLOREST	INTERTOYS	MICROSPOT.CH

THE RETAILX GROWTH 3000 2021

MIELE	POLARN O. PYRET	TESTSIEGER	ANGLING DIRECT	BRICO BRAVO	DISCSHOP	FYNDIQ
MINTO	POSTERLOUNGE	TEUFEL	ANIMED	THE BRITISH MUSEUM SHOP	DIVERSE	GARTEN UND FREIZEIT
MINTISHOP	POWERHOUSE FITNESS	THREAD	APART	BROOKS	DJMANIA	GEFRO
MIRAPODO	PREMIER MAN	TIENDANIMAL	APOTEA	BROWN THOMAS	DMC	GIANNA KAZAKOU
MISS ETAM	PRINCESSE TAM.TAM	TJ HUGHES	APOTEA.SE	BRÜGELMANN	DOMO	GIARDINO DEI LIBRI, IL
MODZ	PRINTUS	TJC	APTEKA ZAWISZY CZARNEGO	BRUNA	DREAMLAND	GIVENCHY
MOLESKINE	PROBIKEKIT	TOP SHOP (BG)	ARCAPLANET	BULLIONBYPOST	DREIVIP	GLAMUSE
MONA	PROFESSIONAL MUSIC TECHNOLOGY	TORFS	ARDES	BUTLERS	DRIFT WORKS	GLISSHOP
MONCLER	PROZDRAVI	TWEEDS CYCLES	ARKIS	CADEAU, MAESTRO!	DRINKSUPERMARKET	GOOP
MONCLICK	QS SUPPLIES	TYPO	ARMAND THIERY	CADEUX FOLIES	DROESDIRECT	GRAZE
MONDIAL TISSUS	QUELLE	ULLAPOPKEN	ARMANI EXCHANGE	CALZEDONA	DSQUARED2	GREEN POINT
MONSTERZEUG	RENO	UNILIBRO	ARMED	CAMELIA	DSTREET	GREETZ.NL
MOTEL	REUTER	UNIVERSAL	ARMURERIE AUXERRE	CANADA GOOSE	DUKE OF UKE	GRIZLY
MOTOCARD	ROBOT SHOP	VALENTINO	AV-CABLES.DK	CARL RAS	DW SPORTS	GSF CAR PARTS
MOUNTFIELD	ROCKS & CO.	VEGA	AVOCADOSTORE	CARTURESTI	DYFASHION	GYMBEAM
MOVE DANCEWEAR	ROYAL DESIGN	VENTE DU DIABLE	AW LAB	CECIL	EASYSMETIC	GÄRTNER PÖTSCHKE
MYSHOE	ROYAL FASHION	VIDAXL	AWD-IT	CEDE	EDEL OPTICS.CO.UK	GÖRTZ
NAPAPIJRI	RUNNERINN	VIKING	AZARIUS	CELESTINO	EGMONT	HANIBAL
NECKERMANN	SALEWA	VITA	BA&SH	CENTRALPOINT	EIS	HANON
NELSON	SAMUEL WINDSOR	VONHAUS	BABY PARK	CGP	EKUPI	HARALD NYBORG
NFL SHOP	SAXO	WALLS AND FLOORS	BAD KAMER XXL	CHANNEL 21	ELECTRONIC4YOU	HARMAN KARDON
NKD	SCIENCE IN SPORT	WANIMO	BADER	CHAPEAU SHOP	ELETRONIC STAR	HARTS OF STUR
NORDIC FEEL	SELECT SPECS	WATCH GEEKO	BAGAGE ONLINE	CHAUSSEXPO	ELEVEN	HATTONS
NORDICNEST	SESSION	WEIRDFISH	BAZAR DESPORTIVO	CHELSEA FOOTBALL CLUB	ELKO	HAWESKO
NUTRI MUSCLE	SHOP.BUILDER	WETSUITOUTLET	BEAUTIFUL HALO	CHICCO	ELVERYS	HEAL'S
NYX PROFESSIONAL MAKEUP	SIK SILK	WRANGLER	BEAUTYLUSH	CHLOÉ	EMMEZETA	HELLO PRINT
OFFICE DISCOUNT	SJS CYCLES	XXL NUTRITION	BEBE9	CLAUDIE PIERLOT	ESHOPCY.COM.CY	HELLWEG
OFFICE SHOES	SKATEDELUXE	ZEB	BEEP	COFFEE CIRCLE	ESOTIQ	HELSE BIXEN
OLIVER SWEENEY	SKINNYDIP	ZEE & CO	BEERS2	COISAS	ETHICAL SUPERSTORE	HERRENAUSSTATTER
OLLO	SKYTECH	ZEGAROWNIA	BERRY BROS. & RUDD	COMMA	EUROCALI	HIGH & MIGHTY
OLMED PHARMACY	SMARTY	ÉRAM	BERTRAND LIVREIROS	COMPLETE CARE SHOP	EYES LIPS FACE BLOG	HISTOIRE D'OR
ON RUNNING	SMILE PHARMACY	TOP 1000	BESSON	CONRAN SHOPS	FABLETICS	HOME, BEAUTY & GIFT SHOP
ONE	SNOWINN	123ELEC	BETTYS	CONTORION	FABREGUES BICICLETAS	HOOKS
ONEDIRECT	SOLOPRESS	365GAMES.CO.UK	BHV	COOKSONGOLD	FAHRRAD XXL	HOT TOPIC
OPTIMAL PRINT	SON VIDEO	3D SUPPLY	BIGOTTI	COOP (NL)	FASHIONETTE	HOTLINE
OSIANDER	SPARHANDY	4 MURS	BIKESTOCKS	CRAZY CLEARANCE	FASHIONFRIENDS	HUGENDUBEL
OSPREY EUROPE	SPERKY	4CAMPING	BILDEAR ONLINE 24	CREATE AND CRAFT	FEEL GOOD CONTACTS	HUSH
OTTO OFFICE	SPORTLER	8A.PL	BIOOO	CREATION WATCHES	FENWICK	IBERLIBRO
OUTLET CITY METZINGEN	SSI SCHAEFER SHOP	AC MILAN	BIOVEA	CUPSHE	FIELD & TREK	THE IDLE MAN
OUTLET46.COM	STADIUM	AGEM COMPUTERS	BIZBEE	CURVISSA	FIND ME A GIFT	IITALA
PAPERLESS POST	STAY HARD	AGRO-BIS	BLIVAKKER.NO	CYKEL GEAR	FIORELLA RUBINO	IMPRESSIONEN
PARADIGIT	STOCKMANN	AHLENS	BOCONCEPT	DAINESE	FLACONI	IN TASTE
PARK CAMERAS	STREET ONE	AIGLE	BODEBOCA	DANCOVER	FLATSPOT	INTERNET BIKES
PARTIOAITTA	STRUMENTI MUSICALI	AKKU SHOP	BODY WORLD	DARAZ	FLOORINGSUPPLIES	INTIMISSIMI
PCBOX	STYLEFILE	ALBELL	BONDARA	DATA COMP	FONQ	INTRATUIN
PERRY	SUIT DIRECT	ALKOHOL	THE BOOK PEOPLE	DE ONLINE DROGIST	FOOT SHOP	JACK WOLFSKIN
PETISSIMO	SUITSUPPLY	ALL4CYCLING	BOOKS DOBROVSKY	DECOBAAZAR	FØTEX	JAPAN CENTRE
PFISTER	SUPERFI	ALLO BEBE	BOOMKAT	DECODOMA	FOTO ERHARDT	JBL
PICARD	SUPERGA	ALLOPNEUS.COM	BORN2BE	DEERBERG	FOTO FABRIEK	JEM & FIX
PLANET X	SUTTONS SEEDS	ALPINE PRO	BOZIKIS	DEPOT	FREITAG	THE JEWELLER
PLANETA HUERTO	SUUNTO	ALPKIT	BRANDY MELVILLE	DERAMORES	FRESH LABELS	JOLLY ROOM
PLASICO IT SUPERSTORE	TAG HEUER	AMICAFARMACIA	BREKZ	DES MARQUES & VOUS	FUNDIELIA	JOLLYES
PLUS	TASCHENKAUFHAUS	AMSO	BREMER GEWUERZHADEL	DIADORA	FURNITURE CHOICE	JOSEPH JOSEPH
PLUTOSPORT.NL	TECHNOMARKET	AMWAY	BRICE	DIGIXO	FUTON COMPANY	JOY

THE RETAILX GROWTH 3000 2020

KAARTJE2GO	MISSY EMPIRE	PIMORONI	SEXSHOP T12	TEKNIK MAGASINET	TOP 1500	BIG BATHROOM SHOP
KARL LAGERFELD	MOBILE FUN	PLUMBWORLD	SFD	TELDUS	1-2-3.TV	BIG DUG
KENWOOD	MOBILE PHONES DIRECT	PLUS4U.GR	SHERIDAN	TEMA SHOP	1001 HOBBIES	BIKE E SHOP
KEY MUSIC	MOBILES.CO.UK	POSTERS	SHIRTINATOR	TERRANOVA	1A.LV	BIKE SHOP
KILOBAITAS	MOBILNÉ TELEFONY	POWER	SHOEAHOLICS	THULE GROUP	1STDIBS	BIKER BOARDER
KING AND MCGAW	MODANISA	POWERTOOL WORLD	SHOGUN	TISO	220 VOLT	BILLIG-ARBEIDSTØJ
KIRSTEIN	MODNE DUZE ROZMIARY	PRAXISDIENST	SHOP APOTHEKE	TOJ EKSPERTEN	24MX	BJORKLUND
KLARSTEIN	MOLO SPORTS	PRESENT FINDER	SHOP SECTOR	TONIES	43EINHALB	BODY-ATTACK
KOCKA SHOP	MONALBUMPOTO	PRIMERA	SILKFRED	TOPANKOVO	80'S CASUAL CLASSICS	BODYMAN
KOLOSHOP	MOODO	PRINCESS POLLY	SIP	LA TOSTADORA	A & L	BOHUS
KOOKWINKEL	MR MEMORY	PRINTER INKS	SKALNIK	TOTAL FISHING	ABSOLUTE SNOW.CO.UK	BOLIA
KOŠÍK.CZ	MUSIC ROOM	PRINTERLAND.CO.UK	SKITT FISKE	TOWER LONDON	ADAM & EVE	BONANZA
KRÄMER	MUSTO	PROFUMO CLIC	SKLEP BIEGACZA	TRADING DEPOT	ADORAMA	BONGO
KRASA	MY SPEXX	PROMESSE DE FLEURS	SKRUVAT.SE	TRENDHIM	AEG	BOOZTLET
LA GRANDE RÉCRÉ	MYSTORE.CH	THE PROTEIN WORKS	SMART PHOTO	TRENDYOL	AGRIFOURNITURES	BOSS MOBEL
LA HALLE	MYTIME	QUICK MOBILE FIX	SMARTBUYGLASSES	TRETTI	AIC	BOTLAND
LAMPEHUSET	MYTRENDYPHONE	RAINS	SMARTPHONEHOESJES	TROUVA	AKADEMIKBOXHANDELN	BOTOVO
LANCÔME	NA-KD	RAVENSBURGER	SMYTHSON	TRUFFLESHUFFLE	AKG	BRICOMARCHÉ
LAPTOP OUTLET	NATIONAL TRUST SHOP	REAL FOODS	SNAPFISH	TVC MALL	ALLBATTERIES	BRICOZOR
LE PETIT FUMEUR	NATURE'S BEST	REAL GEEK	SNIPES	UHRZEIT	ALLEKABELS	BRINGMEISTER.DE
LIBRIS	NATURISMO	REISHUNGER	SNOWBITCH	ULTRALIGHT OUTDOOR GEAR	ALLTRON	BROMPTON BICYCLE
LIRA	NEAL'S YARD REMEDIES	REPLACEDIRECT.NL	SOFA.COM	UNISPORT	ALPHA TEST	BUDGET SPORT
LN-CC	NEO24	REZET STORE	SORGENTE NATURA	URBANEARNS	ALTISPORT	BUERO SHOP 24
LOAF	NYLMAN	RHS PLANTS	SOS ACCESSOIRE	UTTINGS	ANDREA SHOP	BUNCHES FLORAPOST
LOBBES	NORIEL	RICCARDO ZIGARETTE	SOUS CHEF	VANHAREN	ANKER	BUT SKLEP
LONDONCAMERAEXCHANGE	NUDIE JEANS	RICH TONE MUSIC	SOUTHERN UKULELE STORE	VAX	ANTON SPORT	BYGGMAX
LUCKY BIKE	OBELINK	RIKORDA	SPEED LINE	VEJA	APPLIANCE CITY	BÉBÉ AU NATUREL
LULUS	OCHNIK	RIVERFORD ORGANIC FARMERS	SPEEDO	VENTA UNICA	ARCHIPRODUCTS	CAMBRIDGE AUDIO
LÉA NATURE BOUTIQUE	OCHSNER SPORT	ROCK POINT	SPIELEMAT	VICTORINOX	ARCHONIA	CAROLL
M6BOUTIQUE	OFF-WHITE	ROSTLINNA AKVARIA	SPOKOJENYPES	VILLEROY & BOCH	ARKEN ZOO	CASETIFY
MAKEUP	OFFICE DEPOT	ROZETKA	SPORT 24	VISIONDIRECT.CO.UK	ARMOR LUX	CASH CONVERTERS
MAKITA	OFFICE FURNITURE	RUNNERS NEED	SPORT CONRAD	VITA COST	ARMY SHOP	CD UNIVERSE
MAMMUT	OLIVE	RUOHONJUURI	SPORT MASTER	VITABIOLOGICS	AROMA ZONE	CEFAARM24.PL
MANGO.PL	OMBRE	RUTLAND CYCLING	SPORTSHAUS SCHUSTER	VITALSOURCE	ARTFINDER	CELEIRO
MANOR	ONLINE KABELSHOP	RUTLANDS	SPORTSMAN GUN CENTRE	WALL-ART	ASGOODASNEW	CHANGE
MAQUILLALIA	ONLINEGOLF	RÁDIO POPULAR	SPORTSPAR	WAPTEKA	ASKARI	CHAUSPORT
MARC O'POLO	ONLY FOR MEN	SAMSØE & SAMSØE	SPORTXX	WARMTESERVICE	ATP AUTOTEILE	CHEMIST 4 U
MARIMEKKO	OPTICSPLANET	SANDRO	SPRINGLANE	WATCH SHOP	ATTRATTIVO	CHIC WISH
MARSHALL	ORANGE STATION	SARAH RAVEN	STAPLES	WATCHES2U	AUER	CHILLI
MARYPAZ	ORBEA	SASHE	START FITNESS	WAVE INN	AUTO DOC	CHINABRANDS
MATHEM	OUTLET RTVAGD	SAUCONY	STOCKINGS HQ	WAYLAND GAMES	AV XPERTEN	CHRISTINE LE DUC
MATY	THE OUTNET	SAVILE ROW COMPANY	STOKKE	WEBB	B2B PARTNER	CHRONEXT
MED 24	OUTNORTH	SCHUHE	STRENGTH SHOP UK	WEST ELM	BABY-DUMP	CHUMS
MEDICANIMAL	PAULA'S CHOICE	SCHWAB	STUDIO (EXPRESS GIFTS)	THE WINE SOCIETY	BAGS OF LOVE	CISALFA SPORT
MEDIKAMENTE	PAYOT	SCOOTER CENTER	SUITABLE SHOP	WOOLLOVERS	BASKET 4 BALLERS	CLOTHES2ORDER
MEDISAVE	PEAK DESIGN	SCRIBBLER	SUN STORE	WORKING CLASS HEROES	BEAMERSHOP24	CLUBHOUSE GOLF
MEDPEX	PECHEUR	SEARS	SUNSPEL	WUPTI.COM	BEDS.CO.UK	CNOUCH
MEGAPIXEL	PERFUMESCO	SEE TICKETS	SVENSKT KOSTTILLSKOTT	YEPPON	BEER HAWK	COCOPANDA
MEQUEDOUNO	PET DRUGS ONLINE	SELECTED	SVET NA'POJOV	YES	BEISIMPEL	COFFEE DESK
MI FARMA	PET PLANET	SENA	SVP.CO.UK	ZIKO APTEKA	BERCEAU MAGIQUE	COLLISHOP
MI TIENDA DE ARTE	PEWEX	SENUKAI	TASSIMO	ZWILLING J.A. HENCKELS	BETER BED	COLOURPOP
MIA MODA	PHARMACY2U	SERENATA FLOWERS	TAUSENDKIND		BETERSPORT	COMPTON DES COTONNIERS
MISS NUMERIQUE	PILULKA		TE		BETTEN	CORA (DUPLICATE)
					BETTER BATHROOMS	COUNTRY ATTIRE
					BEYERDYNAMIC	COUILLERIE TOURANGELLE

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CREA QUINCAILLERIE	EZ LIVING	HIT OBUWIE	LUX PLUS	PADD	SCHLAFWELT	TILES DIRECT
CREA VEA	FACTORY OUTLET	HODINKY	MADemoiselle	PALAIS DES THÉS	SCHUURMAN SCHOENEN	TISSOT
CREATIVE	FALKE ERGONOMIC SPORT SYSTEM	HOFMANN	MAEDCEHN FLOHMARKT	PANDURO	SCHWEIGHOFER	TOD'S
CSL	FARMACIA LORETO	HOKA	MAKRO	PARTMASTER	SCONTO	TOLVUTEK
CURIOSITE	FARMAE	HONESTBREW	MANCHESTER UNITED	PARTS EXPRESS	SCOOT FAST	TOMS
CYBERPHOTO	FARMISON	HOOVER	MANFROTTO	PASART	SCUBA STORE	TOOLED UP
CYBERPOWER	FASHION CHICK	HORNBY	MASKWORLD	PC GARAGE	SECOND HAND	TOOM
CYCLESTORE	FASHION UP!	HUBO	MAT.SE	PENGUIN MAGIC	SEIKO	TOP BLOEMEN
CYRILLUS	FC NANTES	HUDSON REED	MATERIEL ELECTRIQUE	PERFUMES & COMPANHIA	SEMPRE FARMACIA	TOP OFFICE
CZESCIAUTO	FEATHER & BLACK	HURAMOBIL	MATHON.FR	PFLANZMICH	SFMEBLE	TOTTENHAM HOTSPUR
CZYTAM	FFX	IAF STORE	MATRAS	PHOTO WEB	SHEDSTORE	TOWSURE
DAWSONS	FILIPPA K	IDEFIX	MATRATZEN CONCORD	PIERCING MANIA	SHOEBOY	TPD
DECANTALO	FINLAYSON	ILVA	MED PETS	PIQUADRO	SHOES	TREKITT
DECIMAS	FIRESTAR	IPARTS.PL	MEGAFUS	PIXIZOO	SHOPAFL	TREKPLEISTER
DECOCLICO	FISH TEC	IRRIJARDIN	MEMBERS.COM	PLANO ELEKTRO	SHOPBOP	TREND CORNER
DEDRA	FIT MART	IWANT	MES BAGAGES	PLANET PARFUM	SHOPIX	TRENDUM
DEGHI	FITNESS DIGITAL	IWC SCHAFFHAUSEN	METALS4U	PLATANO MELÓN	SIKO	TRONY
DEHNER	FJELL SPORT	JABRA	METRO	PLAYERS ROOM	SIMONE	TROPOTOGO
DEKBED	FJÄLLRÄVEN	JEANS CENTRE	MEY & ADLICH	PLESI	SKATE PRO	TTS GROUP
DEUTSCHE POST	FLER	MICKS CANDLE	MICKS GARAGE	POLAR SPORT	SKORINGEN	TURTLE BEACH
DFROBOT	FOOT DISTRICT	JOKERS	MILITARY RANGE	POLLEO SPORT	SMIGGLE	TWO THIRDS
DIM	FOOTWAY	JUGUETTOS	MINELLI	POLTI	SNEAKER DISTRICT	UK BATHROOMS
DIRECT PLANT	FOTO PRIX	JUSTMUSIC	MOBIEL.NL	POP IN A BOX	SNEAKERS	UNCOMMONGOODS
DISTRIMED	FRILUFTSLAND	JUVALIS	MOBIL POHOTOVOST	POPCULTCHA	SOAK & SLEEP	URET
DISTUBIA	FURNITURE IN FASHION	JUVESTORE	MODA OPERANDI	POSTERXXL	SPORT-SHOP	VARUSTE
DM LIGHTS	FUTURUM SHOP	KAMODY	MODELSPORT	PRAXIS	SPORTBEDARF	VERSAND APO
DOBRE KNIHY	FÉDÉRATION FRANÇAISE DE FOOTBALL	KEF	MODERNE HAUSFRAU	PRC DIRECT	SPORTOKAY.COM	VETOSTORE
DOCTIPHARMA	GARDENSITE	KERIA	MÖBELIX	PRESTO	STANLEY GIBBONS	VETUK
DOLPHIN FITNESS	GARRAFEIRA NACIONAL	KIBUBA	MORGAN	PRIMOR	STAR SHINERS	VIDE DRESSING
DONALD RUSSELL	GAYNOR SPORTS	KIDS BRAND STORE	MOSCHINO	PRISMA	STEREOTIKI	VINGAKERS FACTORY OUTLET
DOSENBACH	GELIEBTES ZUHAUSE	KITCHN	MOTOIN	PSICHOGIOS	STEWMAC	VIRGIN WINES
DRAINAGE SUPERSTORE	GENIUS	KIWOCO	MULTIOPTICAS	PUIUILO	STINKYINK	THE VISOR SHOP
DUCATILLON	GENTS	KNIFECENTRE	MULTITRONIC	PYLONES	STOFFE	VITAMIN CENTER
E-BOOK POINT	GERSTAECKER	KOFFER DIREKT	MUSTI JA MIRRE	QUIOSQUE	STOFFE HEMMERS	VITAMIN EXPRESS
EASON	GESCHENKE	KONESSO	MUZYCZNY.PL	RAJALA	STONE ISLAND	VITRINEMAGIQUE
EASY FLYER	GETTINGPERSONAL.CO.UK	KOOKAI	NAJOBA	RAVEN	STORENVY	VIVRE
EDENLY	GIGA STORE	THE KOOPLES	NARZEDZIA	RD ELECTRONICS	STORES DISCOUNT	VM ZONA
EDV-BUCHVERSAND	GILLETTE	KUMULUS VAPE	NEW PHARMA	THE REALREAL	STREFA TENISA	VOLCOM
EFREA	GLASSES DIRECT	LAMPE	NEWARK.COM	REBELLE	SUNNY SOFT	WEBER
EGLOBAL CENTRAL	GONSER.CH	LAMPE GURU	NKON	REBELLIOUS	SUNSKY	WESTFALIA
EKOBIECA	GRAND OPTICAL	LAMPY	NORTH	THE REFORMATION	SUPER SONIDO	WHITE AWAY
ELDI	GRANNGARDEN	LANIDOR	NRS HEALTHCARE	REIMA	SUPERSMART	WILLEMSE
ELEKTRA MAT	GREENICE	LAVITA	NUBERT	RENEE	SUTER HOBBYHAUS	WINDELN
ELEKTRO MARKT	GRILL FURST	LE SAC OUTLET	NUTRI TIENDA	ROCKETT ST GEORGE	SVENSSONS	WINKELSTRAAT
ELKOR	GRÜNE ERDE	LE SLIP FRANCAIS	OAK FURNITURE LAND	ROOFING SUPERSTORE	SWELL UK	WOJAS
EMOS	GUTS GUSTO	LED HUT	ODLO	ROWERROWY.COM	SWISS SENSE	WOLSELEY
ENAA	HAGLÖFS	LEGALLAIS	OH POLLY	ROXY	SWOON EDITIONS	WORLD OF SWEETS
ENVIE DE FRAISE	HALLOWEEN COSTUMES	LEINER	OI POLLOI	ROYAL QUEEN SEEDS	TAILS	XL MOTO
ETOFFE	HANDETECH	LEVNE KNIHY	OLYMPUS	RPISHOP	TATUUM	YES ASIA
ETON	HARMAN	LIBRO	ONLINE 4 BABY	RUGVISTA	TECTAKE	YOUR HOME
ETOS	HARTLAUER	LINDT	ONLINE SHOP	SALSA	TEMPUR	ZADIG & VOLTAIRE
EURO PARFEMY	HEALTHSPAN	LIVINGSOCIAL	OOGARDEN	SALVATORE FERRAGAMO	TENNIS POINT	ZAMNESIA
EURO VAISTINE	HEAVEN GIFTS	LOAVIES	ORMSSON	SANITAIR WINKEL	TENNIS WAREHOUSE	ZOOM.CO.UK
EUROFFICE	HELLINE	LOBERON	OUTLETINN	SAXOPRINT	TERRY FABRICS	ZOXS
EURONOVA	HEUTS	LONGCHAMP	P D PAOLA	SCAPINO	THRUSTMASTER	ÁLVAREZ
EVIKE	HIFI	LUCKY MUSIC NETWORK	PACSUN	SCHECKER	TIFFOSI	

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TOP 2000						
10-4	BIGHUNTER	DIGITALI	FRAGONARD PARFUMEUR	HUEL	LEHNER VERSAND	OCARAT
1001 PHARMACIES	BIJOURAMA	DISNEY	FRAGRANCEX	HUMAN KINETICS	LET'S DEAL	ONBIT
1260 BIKING	BILLIG VVS	DISTRELEC	FRANCOISE SAGET	HUSQVARNA	LIPO	ONBUY
24.5E	BLACK COMB	DISTRI CENTER	G-SHOCK	HUT SHOPPING	LIQUID LIFE	ONLINEPRINTERS
24HSHOP	BLACKVIEW	DIVERTA	G2 PLAY	HYPERX	LOOMBARD	OPO DESCHGER
3PAGEN	BLINDS2GO	DM'S GUILD	GAMA MEBLE	I-RUN	LOUIS	ORIGINALS
ABOUT BATTERIES	BOESNER	DODAX	THE GAME COLLECTION	IANOS	LOVISA	ORIGINES
ACCENT	BOGEN SPORT WELT	DOKTER	GANNI	IDEALL	MAC WAY	OTHERTEES
ADRIALENTI	BOGGI	DOLLAR SHAVE CLUB	GARDENING EXPRESS	IDROPONICA	MADELEINE	OTTERBOX
AFFORDABLE MOBILES	BOXKLUBBEN	DOMONDO	GARDENS 4 YOU	IKARUS	MADRID HIFI	OUTFITTER
AIR MILES SHOP	BONTO PLAZA	DRAGONSPICE	GARTEN HAUS	IMPEXTRON	MAKERIST	OVI SAT
AKADEMIKA	BRICO PRIVE	DROMADAIRE	GARTEN MOEBEL	INDISKA	MANUTAN	OXENDALES
ALIBRIS	BRIGITTE HACHENBURG	DRUCKERPATRONEN	GARTEN SCHLÜTER	INKCLUB	MANUTAR	OZONEE
ALKO	BRILDOR	DRUNI	GDM 55	INSPORTLINE	MARC CAIN	PAMPERS
ALLES FUES SELBERMACHER	BROTHER	E GATE	GERBRÜDER GÖTZ	INTER AQUARISTIK	MARIALES DE FABRICA	PANTAR RHEI
ALLIKE STORE	BUILD BASE	E-VILLE	GENERALE OPTIQUE	IZAC	MARKET 24	PANTONE
AMBIENCE STICKER	BUKOWSKIS	ES	GERRY WEBER	JACQUES	MAXGAMING	PARFEMY
AMERICA TODAY	BULDOZA FASHION	EASY TOYS	GESCHENKE ONLINE	JAPAN PHOTO	MAXIZOO	PARFOIS
AMERICAN VINTAGE	BUY CARPETS	EATALY	GETDIGITAL	JAR COMPUTERS	MBIT	PARFYM
ANGEL DOMÄNE	BUYMOBILES.NET	EBID	GIESSWEIN	JAYBIRD	MECCA	PARROT
ANRO	BVLGARI	EDAMPF-SHOP	GIGLIO	JEFFREE STAR COSMETICS	MEDICINE	PARYS
ANSICHTSKARTEN-CENTER	CADEAUX	EKOI	GINA LAURA	JET PENS	MEGA KNIHY	PECKA MODEL
APTEKA MELISSA	CALAQISYA	ELBUTIK	GINO-ROSSI	JOHNELLS	MERCATOR	PENTA
AQUARIO ELECTRONICA	CARDO SYSTEMS	ELECTRIC TOBACCONIST	GLAS & DEKO	JOMA SPORT	MERKUR	PET CENTAR
AQUARIUM LINE	CASNABOTY	ELECTROPRECIO	GLOSSIER	JURA	MES DESSOUS	PHARMA MARKET
ARBONNE	CASTORE	ELEKTRO IMPORTOREN	GMARKET	JUST SPICES	METERIEL VELO	PHYSIOROOM
ARCOEFRECCE	CAT CHAT	ELISA	GOAT	JÁTÉK NET	MIFCOM	PIKOLINOS
ARENAL	CENTRE OF EXCELENCE	ELON	GOGGLES4U	K-RAUTA	MILIBOO	PITTA ROSSO
ARITZIA	CEWE	ELTROX	GORILLA SPORTS	K-TUIN	MISCOTA	PLANET-CARDS
ARMEDANGELS	CHARLOTTE TILBURY	ENEBA	GOUSTO	KABEL SHOP	MISSOMA	PLANETKOMPAANIET
ARMY WORLD	CICHCIC	ERICKSON	GRASSCITY	KARKKAINEN	MM SPORTS	PLANFOR
ARNOTTS	CLASSIC FOOTBALL SHIRTS	ERIKS	GRAVIS	KARTEN MACHEREI	MOBILE BULGARIA	PLANTJE
ARSENAL FC	COMPKER	ERSATZTEILFACHMANN	GREEDSCHAP CENTRUM	KENAY HOME	MOBILE DIRECT	POLYTRANS
ASKO NABYTEC	COMPUTER SALG	ETA	GREENFINGERS	KEUKENLOODS	MOBILE ZONE	POMPO
ATELIER GS	COOL STUFF INC.	EURAPON	GROSS SHOP	KINEKUS	MODBIS	PONROY
AUDIO-TECHNICA	COOP (DK)	EVERPRESS	GSM PUNT	KITCHEN TIME	MOJE HOBBY	POOLSANA
AXEL ARIGATO	COOPERS OF STOTFORD	EVO	GUILT FREE	KITLOCKER.COM	MONDEBIO	POP CARTE
AZERTY (NL)	CORTINA E DECOR	EXASOFT	H2R EQUIPEMENTS	KODIN 1	MOTOROLA	POWERPLANETONLINE
BABY SAM	CORTLAND	EXI SPORTS	HAGEL SHOP	KOOK PUNT	MUEBLES BOOM	PRECIOUSLITTLEONE
BALSAMIK	COSMO DATA	EXXPOZED	HANS ANDERS	KOTTE & ZELLER	MULTICOM	PRESTO CLASSICAL
BARBORA	CRAFTER'S COMPANION	EYROLLES	HAPPY BEDS	KPOP TOWN	MUSIC CITY	PRIMERITI
BATTERBYEN	CUBUS	FAIR PHONE	HAPPY SOCKS	KRAEUTERHAUS	NVMT WATCHES	PRINFOR
BAUMMARKT	CULTURE INDOOR	FARMAKOPOIOSMOU	HARPER COLLINS	KUNST KOPIE	MY AMERICAN MARKET	PRINTED.COM
BAUSEP	CYKEL PARTNER	FARMALINE	HARRY'S	KURBELIX	MY CARE	PRO DEAL CENTER
BAUZAAR	CYKELEXPERTEN	FASARDI	HAT STORE	L'HOMME MODERNE	NATURAL FORME	PROFUMERIA WEB
BEBITUS	DAMPF ALARM	FELGENSHOP.DE	HAWKERS	LAMNIA	NATURITAS	PROTEINI
BECK-SHOP	DAVID AUSTIN ROSES	FIELMANN	HD TONER	LAMP DIRECT	NEJBABY	PROZIS
BED BATH & BEYOND	DAXON	FLEUROP	HEAD	LAMPES DIRECT	NETRAUTA	QUICK MOBILE
BELLROY	DAY DEAL	FLIPKART	HEALTHY SUPPLIES	LAPTOP.BG	NEWONE SHOP	QUINT
BELVINI	DEAL	FLORA QUEEN	HEATTEX	LAVPRISVVS	NICE HAIR	RANSOM SPARES
BESTDARKY.CZ	DECKS	FONEHOUSE	HESTORE	LE BIAU GERME	NICHIDUTA	RAVIDAY PISCINE
BESTMARKT	DEIN HANDY.	FOOT CENTER	HOBBI	LE GÉANT DES BEAUX ARTS	NICOLAS	RC TEAM
BETTI	DENON	FOR IT	HODINKEE	LE PETIT VAPOTEUR	NKUKU	REDMART
BEZVA SPORT	DICE	FORCE 4	HOME STORE	LEBKUCHEN-SCHMIDT	NOVO ATALHO INFORMÁTICA	REGALO ORIGINAL
BIEN MANGER	DIEDRUCKEREI.DE	FORGEWORLD	HOP TOYS	LEGIMI	NU3	REGIKONYVEK
	DIEÉTICA CENTRAL	FOTOS KODA	HOUSE OF CB		NUMILOG	REIFEN

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REPLAY	TELIA	TOP 2500	BERNSTEIN	DER SOCKELSHOP	FLYING FLOWERS	INSTANT PRINT
REPRESENT	TEMPO KONDELA	10 MONKEYS	BEST DEALS	DIGITARVIKE	FOODIE	INTERDISCOUNT
RESERVIX	TENNISDIRECT	1001 PNEUS	BIBLIO.COM	DNA	FORMLABS	INTERDITA PUBLIC
RIVER WOODS	THREDUP	123 FLEURS	BIGBADTOYSTORE	DO IT	FORMULA ONE AUTOCENTRES	IVET
ROMSTAL	TILE MOUNTAIN	360 IMPRIMER	BIKE.COM.PL	DO TERRA	FOTO	J. PARKERS
RUEDELA-MER	TITOLO	4 PIEDS	BIKEINN	DOOBIES	FOUNDRY	JACQUIE LAWSON CARDS
RUN COLORS	TOI & MOI	A.P.C.	BITPANDA	DOMENY.PL	FRANZIS	JALOUSIE SCOUT
RYLKO	TOOL MAX	ABRA MEBLE	BLURB	DRACKARIA	FRESSNAPP	JIMAN'S
SAFIRA	TOP FARMACIA	ACCASTILLAGE DIFFUSION	BOXBÖRSEN	DRESS INN	FRISCO	JOCHEN SCHWEIZER
SALLING.DK	TOTALLY WICKED	ACCESSOIRES ASUS	BOOK BOON	DREVONA	FUN	JOHN SMITH'S
SALONS DIRECT	TOUS ERGO	ADEPEM	BOOKLOOKER	DRUKWERKDEAL.NL	G-PORTAL	JOLIA
SAPPHIRE	TOUTELA NUTRITION	AGRICONOMIE	BOTANIC	DULUX	GALADOR	JOUWWEB
SC STYLING	TRENYRKARNA	AGRIEURO	BOUYGUES TELECOM	DUSCHMEISTER	GAME CASH	JRC
SCANDINAVIAN PHOTO	TRÈS BIEN	AHRENS SIEBERZ	BRANDSGALAXY	DYMO	GEDIMAT	JUNO
SCHOLASTIC	TUINADVIES	AIRSOFT PRO	BRESSER	E-CRATER	GERBEAUD	K-RUOKA
SCIENCE MUSEUM SHOP	TUPPERWARE	AKPOOL	BREWDG	E-KIOSK S.A.	GERMANOS	KAPPAHL
SCORE	UHR CENTER	AL MEDINA	BRICKLINK	EA	GES	KARMIMY PSIAKI
SCUF GAMING	ULTIMATE EARS	ANALOG DEVICES	BRICO CENTER	EASY CASH	GIBSON	KAUFMANN
SEASIDE	UNI LIVING	ANCIENT-ORIGINS	BRLOH GAME CENTRUM	EBIKE	GOLD	KAZAR
SELECT SHOP	UNISONO	ANDRÉ	BROUWLAND	EBOOK	GOLF BIDDER	KITE PACKAGING
SEND MOMENTS	UVERKET	ANLAGEGOLD24	BUNGIE	EDE & RAVENSCROFT	GOVYPE	KLAR MOBIL
SEVENTYSEVEN	VANDEM ASSEM	ANTIKVARIAT	BUREAU VALLÉE	EFP RAILWAY SIMULATION	GRAIN DE MALICE	KLICK
SHOE BE DO	VANGRAAF	ANY TIME	BURGER KING	EFASHION PARIS	GRAINES BAUMAUX	KNIHCENTRUM
SHOPPING 4 NET	VATAN COMPUTER	APOPRO	BUY SHEDS DIRECT	EFFECTO LED	GREEN LINE	KNIZNI KLUB
SHOPSTYLE	VIA DENNIS	APOTAL	BUYITDIRECT	ELIPSO	GROW BARATO	KOLONIAL
SINFUL	VIRTASEN KAUPPA	APOTEKET	CANYON	ENTS24	GUARANTY	KORALCY
SIVASDESCALZO	VIRTUALO	AQUA	CAPPELEN DAMM	EO SHOP	GUESTIGER	KUBICA SPORT
SJA	VIS-EXPRESS	ARLO	CARDID	ERGO TEL	HABITAT ET JARDIN	KULTURISTIKA
SKAPARMER	VIVAT	ARROW	CASA	ESPACE DES MARQUES	HADEX	KWIK FIT
SKATE STORE	VIVE	ART FORUM	CDMON	EURO MONITOR	HARIBO	LA CASA DEL ELECTRODOMESTICO
SKIDDLE	VIVO BAREFOOT	ART MADAM	CDW	EURO SPIN	HAST	LA CHAISE LONGUE
SKLEP BATERIE	VOLT	ARTURIA	CECT SHOP	EUROBRICO	HEROFORGE	LA FOIRUILLE
SOLEBOX	VOORDEELVANGER	ARVELLE	CENUKLUBS	EUROPART	HETZNER	LAGER 157
SOMFY	VUBU	ARVUTITARK	CHALET DE JARDIN	EVA	HOBBY LINK JAPAN	LAMBDATEK
SPAREKA	WEBAPOTEK	ATOL	CHIP 7	EVGA	HOLIDAY EXTRAS	LAMPK
SPIGEN	WHO GIVES A CRAP	AUCTRONIA	CHIPTec	EXAMINE	HOM&YOU	LAURITZ
SRAM	WINSTANLEYS BIKES	AUTO POWER	CHRISTIE'S	EXPRESS CHEMIST	HONOR BUY	LCN
STACKSOCIAL	WIR MACHEN DRUCK	AUTOTEILE	CHRONODRIVE	FAN	HOOGVLIET	LE CYCLO
STADIUM OUTLET	WOHNEN	AVAILABLE CAR	CIANDO	FANATICAL	HOTPOINT	LE JARDIN DU PICVERT
STADLER	WOOD FINISHES DIRECT	AVELMAK	COLLECT SQUARE	FASTTECH	HRK GAME	LEGALSTART
STEPHANIS	WOOD WOOD	AXIT BIKES	CONCEPT2	FC MOTO	HSN	LENTILLESMOINSCHERES
STOKLASA	WOODIES	B&B SHOP	COOK	FEINE WERKZEUGE	HUGE DOMAINS	LETO SHOP
SUPER PHYSIQUE	WURTH	BABY CENTER	COURIR	FELGENOUTLET	HYGGEONKEL	LINE6
SVAPO STORE	X-NET	BACKSTREET MERCH	CREATIV COMPANY	FERME DE BEAUMONT	ICA	LINKS
SVET-SVETIDIEL	YOU GARDEN	BADABOUM	CROPP	FINE ART AMERICA	ICEBREAKER	LITERA
SWEDOL	YOUR SURPRISE	BALDUR-GARDEN	CROQUETTE LAND	FINE STORE	IG VAULT	LOODS 5
SWIATKSIĄZKI.PL	ZAKCRET	BARNES & NOBLE	DAKA	FIRMOO	IMPACTA	LR HEALTH & BEAUTY
SYSTEM BOLAGET	ZANDALO	BARTKO AND REHER	DANTE	FIT SHAKER	IMUSIC	LUMIXTRONIX
TAGO MAGO	ZEGAREK	BAU & GARDEN	DARTS CORNER	FITNESS BOUTIQUE	IMUSIC SCHOOL	M79
TALON	ZENNI OPTICAL	BAUHOF	DE GRUYTER	FLIR	INET	MA SHOPS
TANNICO	ZIELONA GÓRA	BE ACTIVE	DEDEMAN	FLYDAY	INFINEON	MANIAC AUTO
TANUM	ZULILY	BEGADI		FLYER ALARM	INMAC WSTORE	MARIAGES
TASHEV GALVING	ZUMIEZ					
TECHMANIA	ZUR ROSE					
TECHNIKDIRECT						
TEE GSCHWENDNER						

THE RETAILX GROWTH 3000 2020

MARKETPLACE.TF	NATURASI	PROM	SUPER ZOO	VEIKON KONE	APO DISCOUNTER	C.I. SEIFERT
MARTES	NBA	PROMISS	SVAPO DREAM	VELOVERT	APTEEKKI TUOTTEETI	CADBURY
MATEJOVSKY	NEJCENY	PROTOPORIA	SWEETWATER	VENDITA PIANTE ONLINE	AQUARELLE	CAFAGO
MATRIX GAMES	NETTHANDELEN	PROTYRE	SWS	VENTIL	ART & CRAFT	CAMPING CAR +
MATSMART	NETTOSHOP.CH	PRUSA	SZAFI	VENUM	ART MAJEUR	CANNONDALE
MAXIBURO	NEWCHIC	PUOLENKUUN PELIT	SÉZANE	VIA	ASHRIDGE TREES	CARSALES
MEBLE	NEWYORKER	QUEENS	T-MOBILE	VITALIA	ASPIREFLEX	CARTRIDGE WORLD
MEDBOOK	NIEPRZECZYTANE	RAFFAELLO NETWORK	TAMARIS	VIVINO	ATHLEAN X	CENTRAKOR
MEDI SAFE	NIKON	RASCOL	TASCHEN	VVSKUPP	ATP TENNIS TV	CERASCREEN
MEDIHERZ	NIPPON YASAN	RDE	TEACHERS PAY TEACHERS	WANDELT	AUDIO FANATYK	CHEWY
MEGEKKO	NITRADO	RECHARGE	TEAM ANDRO	WEBMOTOCULTURE	AUTO-IES	CHS
MEILLEUR TAUX	NOOTICA	RECLAME LAND	TECHNIK BOERSE	WEIGHT WATCHERS	AUTODISCOUNT.FR	CITIZEN
MEKONOMEN	NOVELTECH	RED LETTER DAYS	TECHNIQUES INGENIEUR	WELDOM	????	CITY TEL
MEMBER SHOP	OAK WORLD	REDWOLFAIRSOFT	TEDOX	WELKOOP	AUTOZONE	CLEVERTRONIC
MEPHISTO	OFFICE 1 SUPERSTORE	REGTRANSFERS.CO.UK	TEE TEE	THE WESTMINSTER COLLECTION	AVATACAR	CLUBE FASHION
MERCADÃO	ON24	REPUESTO FUENTES	TEEPUBLIC	WINPARTS	BABISTA	COLOUR BOX
MERCATEO	ONLINE CARPETS	RIDESTORE	TEIL E HABER	WITTCHEN	BABY LAND	COMFOR
MERCATINO MUSICALE	ONLINE KOUPEL NY	RIFF	TELENOR	WOG.CH	BAKR	COMPURAM
MERCHBAR	ONLINE MASHINI	SAATCHIART	TESCOMA	WOLTERS KLUWER	BARCODESINC	CONVIQ
MERKAL CALZADOS	OPTIC 2000	SAC	TESZVESZ	WOOL WAREHOUSE	BB COLLECTION	COOP BAU HOBBY
MERKURY MARKET	L'ORÉAL PARIS	SAINT MACLOU	THE BOOK CLUB	YATEGO	BE FOWARD	CORRECT
MEUBELLA	ORIGIN	SAM HARRIS	THE DODO	YOUR HOSTING	BEBIO	COUPON NETWORK
MEYSON	OSTERMANN	SANTÉ DISCOUNT	THE SALEROOM	ZAFUL	BEN	CYBEX
MILK&MORE	OUTLET MOTO	SAUTER SHOP	THE STING	ZAJO	BETTER WORLD BOOKS	CYKEL SHOPPEN
MIND TOOLS	OUTSPOT	SCENTS	THE TICKET FACTORY	ZAVA	BIKE EXCHANGE	CÉLINE
MIO	OZONE.BG	SCHNEIDER	THIEME	ZLAVA DNA	BLACK DIAMOND	DAG AANBIEDINGEN
MLACOM	PACKT	SCHUH CENTER	THOMAS KRENN	ZONER	BLACK LIBRARY	DELTA
MM VISION	PAGEUP	SEND PULSE	THREADLESS	ZOO ROYAL	BLENDER MARKET	DELTA OPTICAL
MOBELRINGEN	PAST BOOK	SHEDS.CO.UK	TIGHA	ZOO ZAJAC	BLOG 4 EVER	DEREKIS
MODELL BAHN SHOP	PATRO	SHEET MUSIC DIRECT	TILE GIANT	TOP 3000	BLUE SPIRIT	DESIGN CUTS
MOHD	PC LAND	SHIP GRATIS	TIME STORE	123 ACCU	BLUECHIP	DESIGNHILL
MOJE KRPICE	PC OSTSCHWEIZ	SI COMPUTERS	TONER PARTNER	123DRUKUJ	BOC	DFDS
MOJEBAMBINO	PEAK PERFORMANCE	SIEH AN!	TOP HI-FI & VIDEO DESIGN	24 PHARMA	BODFELD APOTHEKE	DIGIPRIME
MON COLLIER PRENOM	PERFECT SPORT	SIGNOMATIC.CO.UK	TOPHATTER	2GAME	BODY PAK	DIPOL
MONDO CONVENIENZA	PERSONELLO	SING UP	TOPO CENTRAS	360 CITIES	BONTONLAND	DIRECT HEATING SUPPLIES
MONEY	PETNET	SINGAPORE AIRLINES	TRADEMAX	18:00	BOOK MATCH	DISPLATE
MOTOR X	PHARMASHOP DISCOUNT	SKIFT SELV	TRADING SHENZHEN	A DROP	BOOKTOPIA	DISTRIARTISAN
MOULINEX	PIAZZA ITALIA	SKRUVAT	TRANSIP	AB COM	BOXER	DISTRIPOOL
MOUS	PIPINGROCK	SLICK DEALS	TRE	AGD	BRAKE	DMARKET
MR.BRICOLAGE	PIXMANIA	SMASH WORDS	TREATWELL	AJ	BRESLO	DODOMKUJ
MUNICAK	PKWTELE.DE	SNOW LEADER	TREKBIKES	AKTIVSHOP	BRICOFLO	DODRUKARKI
MUSCLE & STRENGTH	PLANET OF THE VAPES	SNOWBOARD ONLINE	TRIGANO STORE	ALBI	BRON	DOM WHISKY
MUSIC ME	PLANETA DE LIBROS	SOFOLOGY	TURBOSQUID	ALE LEKI	BROS	DOMACI TECHNIKA
MY BEST BRANDS	POSHMARK	SONO VENTE	TUTOR 2 U	ALL POSTERS	BSCOM	DOMADOO
MY JOLIE CANDLES	POSTOVNE ZDARMA	SPAR KJOP	TYG	ALL-MUSCULATION	BUDUJ MASE	DOVES FARM
MY LEMON	POUR LES MUSICIENS	SPECIALIZED	ULTA	ALSEN	BUKALAPAK	DWELL
MY MARKET	PREIS BOERSE 24	SPOONFLOWER	UNIGRO	AMAZING ORIENTAL	BULLETPROOF	E SHOP
MY SOFT	PREPLOUNGE	STANDARD CONTAINER COMPANY OF EDGAR	UNITED WARDROBE	AMERICAN KENNEL CLUB	BUTY SPORTOWE	E VITAMINS
NASZEZOO	PRESTIGE FLOWER	STARBIKE	UNIVERSAL AUDIO	AMERICANAS.COM	BUX	E3D-ONLINE
NATIVE INSTRUMENTS	PRINT OCLOCK	STEMPEL FABRIK	UR & PENN	AMPLIFON	BUYMA	EAGLE MOSS
NATIVE PLANTS	PRINTER PIX	STICKER MULE	V&A SHOP	ANTIKVAARI	BUZZ SNEAKERS	EBOOKS.GR
NATURABAY	PRIVATE SPORT SHOP	STILEO	VAMOS	ANTIKVARIUM	BYGGER'N	ED SHOP
NATURAL DISPENSARY	PROLINE	STREET AMMO	VAPOROSO	ANTONIOLI	C&E FASHIONS	ELECTROLUX

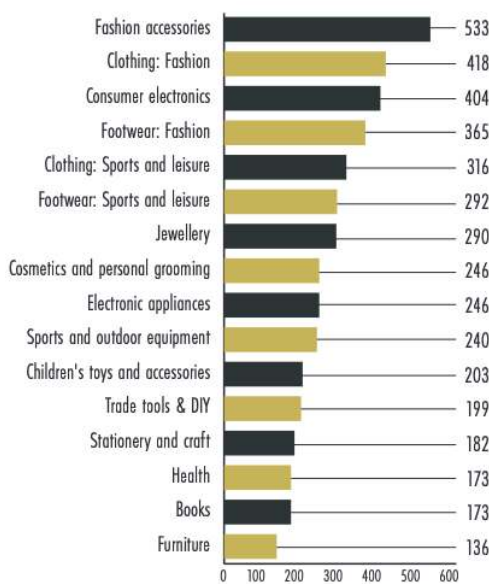
THE RETAILX GROWTH 3000 2020

ELEKTROSHOP	HOME MAX	LE CREUSET	MUSICAL STORE 2005	PHARMACY 295	SKILLCRUSH	UMAN
ELITE AUTO	HOURA	LE MANÈGE À BIJOUX	MUSIKHAUS KORN	PHARMACY DISCOUNT	SKOUSEN	UNI MAX
ELO7	HOUSE OF NAMES	LELO	MY ONLINE TRAINING HUB	PHOTO SI	SLOW TWITCH	UNITHEQUE
EMERO	HUION	LEMATELAS	MY ROBOT CENTER	PHOTO SPECIALIST	SLÖJD-DETALJER	UNIZDRAY
EMERSON ELECTRIC CO.	HUNTING SHOP	LEVY KAUPPAX	MYOWNMUSIC	PIECES DISCOUNT 24	SMART	URBAN STORE
ENTERPRISE	HYPIXEL	LIBERTY SILVER	NABYTEK ZA KACKU	PIONEER	SMARTPRIX	VAGABOND
ESTYL	IK MULTIMEDIA	LIBRERIA ONLINE	NARBONNE ACCESSOIRES	PISCINE CLIC	SPEED COMPUTERS	VALMANO
EUROCOMM / EUKASA	INBOOK	LIBRERIA UNIVERSO	NATIONAL	PIZZA FAN	SPOD LADY	VAN MEUWEN
EYE FILM	INKTWEB	LIBRO CO ITALIA	NEDGAME	PJRC	SPORT DECOURVERTE	VANNETUKKU
FABRYKA ZEGARKÓW	INSPIRE UPLIFT	LIGHTING DIRECT	NEJLEVNĚJSÍ SPORT	PKW	STABILO FACHMARKT	VAUDE
FERENCVÁROSI TORNA CLUB	INSTAR-INFORMATICA	LIGHTS	NEONAIL	PLANET KEY	STADIUM GOODS	VELO PLUS
FILMUNDO	INTERMACHE	LIGHTS 4 FUN	NERD OR DIE	PLANTASJEN	STOFF4YOU	VENTE A LA PROPRIETE
FIRST SHOP	IPC-COMPUTER	LIVRE RARE BOOK	NESSY	PLANTYN	STRAWBERRY	VERIZON
FISHER-PRICE	IPER CERAMICA	LONDON THEATRE DIRECT	NET-S.PL	PLATTE TV	STRETTA MUSIC	VERKTOY
FITNESS.CZ	IRANKIAI	LOOP MASTERS	NOICOMPRIAMOAUTO.IT	PLAYASIA	STÜSSY	VEXIO
FOR LIVING	ISPOT	LUCKY VITAMIN	NORMA 24	POCZYTAJ	SUOMALAINEN	VICENTE
FOREVER LIVING	ISUNSHARE	LUEBBE	NOXAN	POOL POWER	SUPER KNJIZARA	VICKO
FRANCE TONER	ITSK HENRY	LÜTHY BALMER STOCKER	O PIRATA	POSTA ZDARMA	SUPERMARKT AANBIEDINGEN	VILLATECH
FRIEDRICH VERLAG	I2IGSM	MA PLATINE	OBCHODY 24	POWER CITY	SVENSK HALSKOST	VINE PAIR
FRONTIER STORE	JACKSONARTS	MACXDVD	ODEALO	PRIMA MODA	SWITCH	VINO SELECCION
FS	JAEGER-LECOULTRE	MAGGIOLI EDITORE	OFFERTE CARTUCCE	PRINT ABOUT	SZAL ART	VINO75
FUNKO	JARDIDECO	MAIDENHEAD AQUATICS	OFFICE EASY	PRINTER CARE	SZUM GUM	VIOLITY
FUTALIS	JARDINITIS	MAISON ENERGY	OFFICE STATIONERY	PRODIMEX	TARTE	VITAFY
FUTBOLEMMOTION	JATEK SHOP	MARCIAL PONS	OMLET	PURPLE PARKING	TAYNA	VITAMIN STORE
FUTURA ELETTRONICA	JB HI-FI	MARE MAGNUM	ON SEMICONDUCTOR	PZWL	TEGELDEPOT	VITRA
GAMER'S GATE	JMT	MARKABOLT	ONNIT	Q0010	TELEFOON WERELD	VMALL
GARDEING DIRECT	JOHANNES FOG	MARKET WORLD	OPTICAL CENTER	RADIUM	THE HURRY	VOETBAL SHOP
GARDEN4LESS	JOHN LIBBEY EUROTERT	MARKT PLAZA	THE ORDINARY	REICHELT	THE JEWEL HUT	VOUCHER VANDAAG
GESCHENKE 24	JOKER	MASALLE DE BAIN	OTTO'S	REPLICON	THE RAKE	WALTONS
GET	JUMIA	MASTER OUTILLAGE	OTTOLENGHI	RETKI TUKKU	THE VEGAN SOCIETY	WATCH 2 DAY
GIOIA PURA	JUNIQE	MATEL PRO	OUTLET PC	RETTO	THERIDGE	WAVE SHARE
GO CAMERA	KAIZER SHOP	MATRESSONLINE	OVERKILL	REVZILLA	THOMAS PHILIPS	WE CARE
GOLD REPUBLIC	KETTNER EDELMETALLE	MATTER HACKERS	OWC, OTHER WORLD COMPUTING,	ROGUE	THRIFTBOOKS	WEB SUPPLIES
GORILA	KEW GARDENS SHOP	MAX COLCHON	PAAGMAN	ROHDE & SCHWARZ	LA TIENDA EN CASA	WEB WINKEL
GOURMET FLEISCH	KID	MAX ICT	PACHNIDLO	ROLMARKET	TIKAMOON	WIRKAUFENS
GRAFICAL	KIDSTAFF	MDM	PAIZO	RONIS	TINK CO	WK DZIK
GROUP DEAL	KILLSTAR	MEGA GADGETS	PAMONO	ROTTA	TINTEN CENTER	WOOLRICH
GSMNET	KIOSQUEMAG	MEILLAND RICHARDIER	PANCERNIK	ROUTLEDGE	TINTENMARKT	WOOLWORTHS
GUERLAIN	KITH	MERCARI	PANDA HALL	RUSSELL HOBBS	TISSUS	WOON EXPRESS
GUSTINI	KLEDING	MG MANAGER	PATTA	SADOWNICZY	TONER SERVICES	WORLD CLASS
HAIR STORE	KONTORSIGIGANTEN	MICRO CENTER	PAY LOADZ	SAM	TOONTRACK	WORWEAR EXPRESS
HALLEONARD	KONYVMOLYKEPZO	MINIATUR WUNDERLAND	PC BILLIGER	SANINFORMA	TOP 12	YAHOO! SHOPPING
HANNANTS	KOOPJEDAL	MLAMP	PC FARM	SANITAIR KAMER	TOP SHOE	YAKAROUER
HANS KREMP HAUSTECHNIK	KOSMOS	MOBIL ONLINE	PCP	SAVEUR BIÈRE	TRADE ME	YAMAMAY
HAUGENBOK	KROMBACHER	MOBILE 24	PCSTORE	SEGEMUELLER	TRADESY	YOUR LOOK FOR LESS
HEMBIO BUTIKEN	KUPINDO	MODEL CAR WORLD	PEAK SHOP	SELSEY	TRAVEL BAGS	YOUR MECHANIC
HERMAN MILLER	L'AVANT GARDISTE	MODELLBAU HÄRTLE	PELCKMANS	SENSI SEEDS	TREND MAKER	YVERT&TELLIER
HEUBACH EDELMETALLE	LA PROCURE	MOEBEL-EINS	PENSTORE	SENSIBLU	TRINITY	Z-MALL
HIFI ONLINE	LAPSTORE	MOLLAT	PERKAM KOPA	SFERIS.PL	TROC	ZADOWOLENIE
HOCHANDA	LAPTOP SERVICE	MOMOX	PETS PLACE	SHADE STATION	TU & CO	ZEC+
HOGAN	LAPTOP SZAKI	MON FAIREPART	PHANTEKS	SHIVERS	TYLKO	ZIZZI
HOLIDAY TAXIS	LAVAU ARMURERIE	MON MAGAZIN GENERAL	PHARM16	SHUTTERFLY	UJA	ZLATKY
HOME CINESOLUTIONS	LAZADA	MUSIC STACK	PHARMACY 2 GO	SKÅNSKA BYGGVAROR	ULABOX	ZURICH CONNECT

ABOUT THE EUROPE GROWTH 3000 2021

Figure 1. What do Growth 3000 retailers sell?

The fraction of retailers that sell a significant quantity of items from a product category



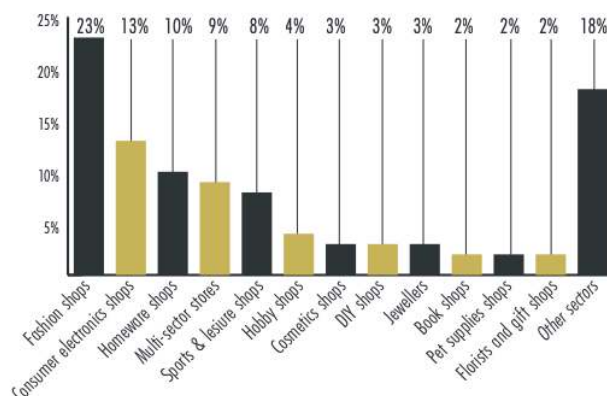
Categories that include at least 20 retailers are shown. Note that some retailers sell in multiple categories

Source: RetailX

CC BY ND RetailX 2021

Figure 3. The primary sectors that Growth 3000 retailers belong to

The fraction of Growth 3000 retailers in key sectors

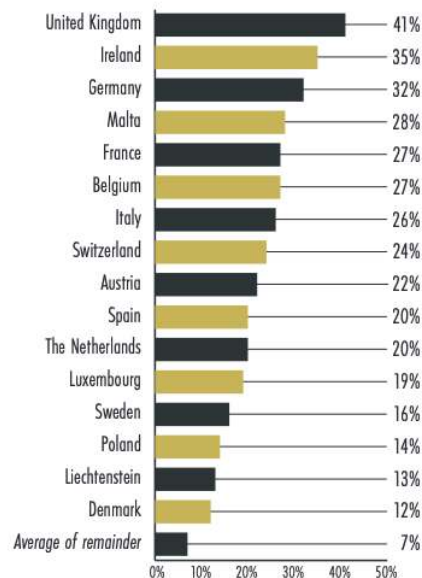


Source: RetailX

CC BY ND RetailX 2021

Figure 2. How Growth 3000 retailers localise their websites, by market

The Localisation Index comprises equally the fractions of the Growth 3000 that 1) advertise delivery to a country, 2) have a retail website in at least one of a country's official languages, and 3) are headquartered in a country



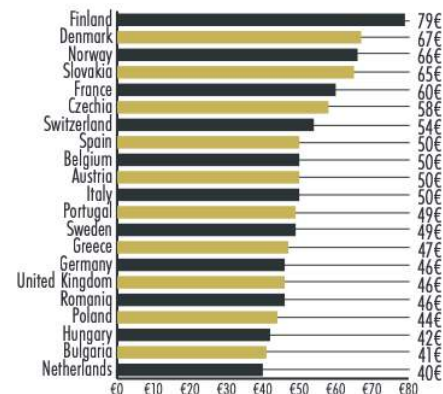
Europe Growth 3000 companies are selected for their significance across the European single market, Switzerland, and the UK. However, consumers in some countries will be more familiar with the names in the list due to the languages the Growth 3000 trade in, the delivery options they advertise, and where they are based

Source: RetailX

CC BY ND RetailX 2021

Figure 4. How much shoppers spend for free delivery

The median minimum order value set by Growth 3000 retailers



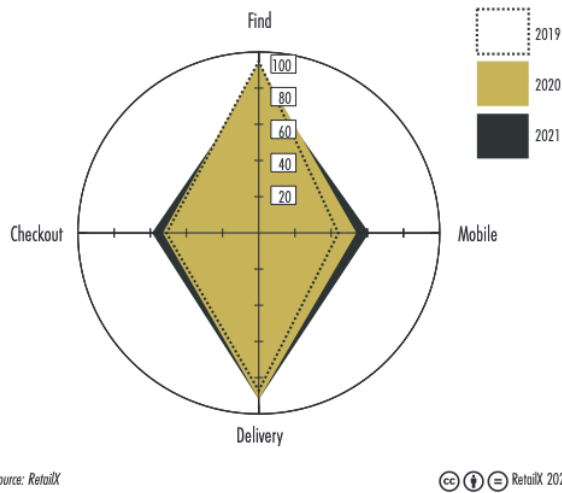
Source: RetailX

CC BY ND RetailX 2021

MEASURING PERFORMANCE

We score performance in tests to create an index value. The Total Index Value (TIV) is the sum of all companies' results while the Average Index Value (AIV) is the average company's result. This enables us to compare performance between years, sectors and regions since a higher TIV or AIV represents a greater measured capability and performance. Our benchmarking reveals that performance has markedly improved in most areas in successive years

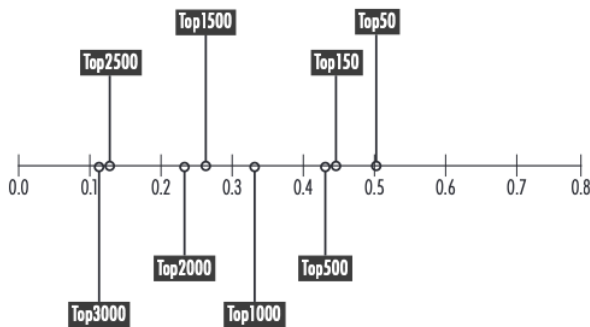
Figure 5. Performance by dimension



Source: RetailX

CC BY ND RetailX 2021

Figure 7. Average performance by cluster



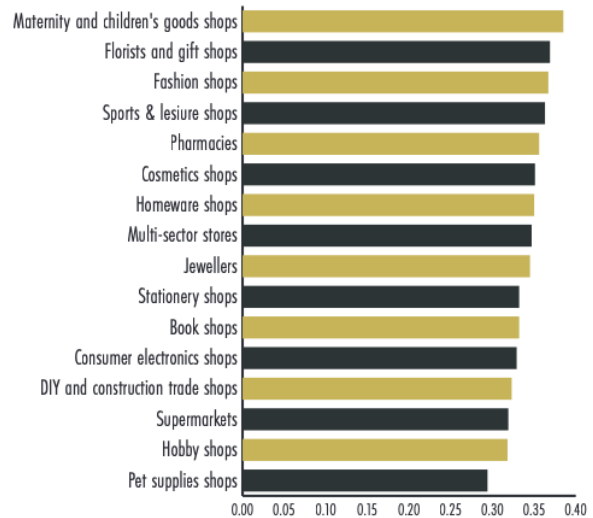
The retailers within each cluster are listed on pages 8-15. A retailer's cluster is determined by its Footprint size (calculated from revenues, web traffic, and stores) which receives a 30% weighting and by its performance in the other metrics covered by this report with a 70% weighting

Source: RetailX

CC BY ND RetailX 2021

Figure 6. Average performance by sector

The Average Index Value for each sector



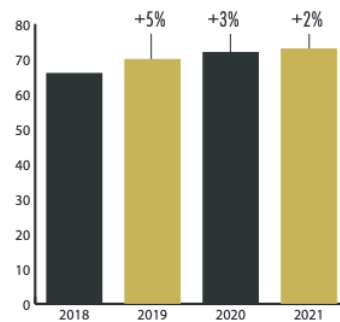
Sectors with 20 or more retailers are shown

Source: RetailX

CC BY ND RetailX 2021

Figure 8. Overall Index growth

The Total Index Value 2018-2021 and YOY change



Source: RetailX

CC BY ND RetailX 2021

GROWING TRAFFIC

Growth 3000 retailers stand out in the Find dimension when their websites are easily found and easy to use, writes Chloe Rigby

Retail success starts with being found. That's more of a challenge for the smaller retailers listed in the Growth 3000 (G3K) report than larger sites that may already have significant brand awareness. The Find dimension of the G3K assesses the measures that retailers put in place in order to make sure shoppers can first find them and then spread the word – from how easy it is to find and access a website, to how easy it is to find a product – and then share that product with friends. We group their findings here in two sections: finding and navigating websites, and word of mouth.

FINDING AND NAVIGATING WEBSITES

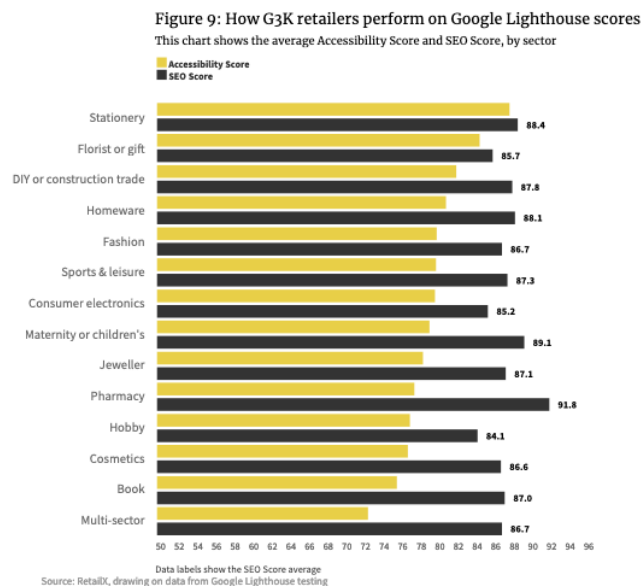
The small and medium-sized retail websites that are ranked in the Growth 3000 index are most easily found when they are optimised to be found through strong SEO. Accessibility, appeal and ease of navigation also make it likely that once found shoppers will stay to browse.

Google Lighthouse scores for SEO suggest that pharmacies (average 92% score) and G3K retailers selling children's equipment and clothing (89%) and stationers (88%) are more easily searched for and found online than those selling goods related to a hobby (84%), consumer electronics (85%) or flowers and gifts (86%) – although all have relatively high scores.

When it comes to accessibility, Google Lighthouse scores suggest that G3K ecommerce websites selling stationery (average of 87.5%), flowers and gifts (84%) are more accessible than those selling books (75%), cosmetics (77%) or hobby equipment (77%).

How easy are sites to navigate – and how appealing are they?

Sites that are both attractive and easy to move around tend to encourage shoppers to buy. RetailX research measures websites' visual appeal and the ease of navigation. Researchers collated panellist scores awarded on the two measures, both subjective, for each website. Among the 905 retailers researched on these metric in both 2021 and 2020, the median score for ease of navigation was 3, with fashion footwear (3.2), clothing (3.17) and brands (3.14) scoring higher than those selling video games (2.76) and software (2.85).



LEADING RETAILERS: FIND
AMARA
BREITLING
BRORA
THE CAMBRIDGE SACHEL COMPANY
CELLBES
CHAOS CARDS
CHAUSSÉA
FRANKONIA
GESCHENKIDEE
HHV
ILGUFO
JOLLYROOM.SE
JOMASHOP
KALEIDOSCOPE
KARNEVAL-MEGASTORE
KLINGEL
LIBRIS.RO
MARC DARCY
MIRAPODO
MUZYKER
OMODA
PETER HAHN
PLACEDSTENDANCES.COM
PLANET SPORTS
PROIDDE
SOSANDAR
T2
UNILIBRO
YUMI
ZWILLING J.A. HENCKELS

When visual appeal was measured, sites were awarded a median of 3, with higher median scores awarded to brands (3.3) and those selling fashion footwear (3.21), clothing (3.21) and accessories (3.17).

WORD OF MOUTH

How easy is it to share an item with friends?

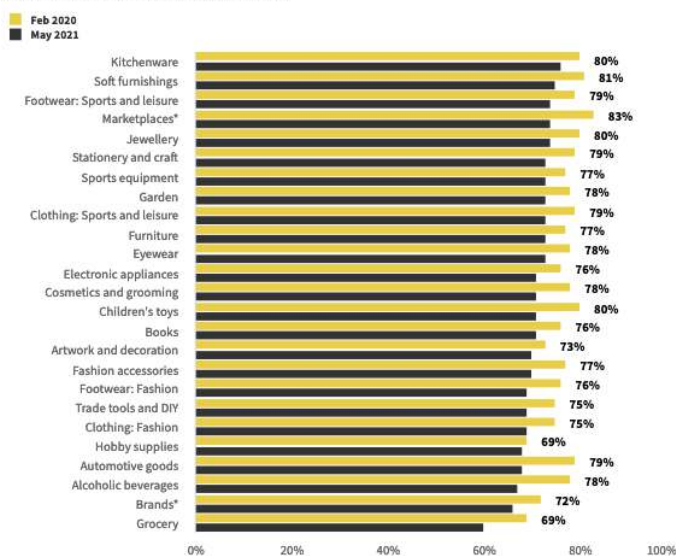
Fewer retailers now enable growers to share an item with friends over social media, with just over a quarter (28%) doing so in 2021. That's down from 40% in 2020. This may be because mobile browsers now have built in sharing tools that supersede these social tools. The sectors where this is most often found include websites selling music (60%), music, film and TV products (47%) and hobby and entertainment supplies (44%). Use declined across all sectors, most notably among websites selling soft furnishings, bedding and towels (-23 percentage points (pp) to 25%) and those selling kitchenware (-19pp to 32%) – and it is more commonly found in Portugal (40%) and least so in Sweden (8%).

Do G3K websites recommend similar products?

In 2021, slightly fewer retailers recommend a similar product to the one that a shopper is viewing on a product page (-5pp to 68%) than a year earlier. This is most commonly found among eyewear (78%) and health (77%) websites and on those selling to Romania and Denmark (both 81%) – and least common on those selling software (56%) and selling to Estonia (47%).

Figure 10: Fewer retailers are recommending similar products

The YOY change in the percentage of Growth 3000 retailers advertising similar products on the product page, by product category



Note that some retailers sell across multiple categories and the data labels show Feb 2020 values.

*Direct-selling brands and marketplaces are shown for reference

Source: RetailX

Save to list

There's been a slight decline in the number of retailers enabling shoppers to save goods to a wishlist (-2pp to 48%). Wishlists are more common in 2021 on sites selling video games (64%) and jewellery (63%) and less common on sites selling software (35%), with the fastest decline on sites selling hobbies and entertainment (-11pp to 45%) and music (-10pp to 57%). They are also more common in Ireland (68%) and Austria (65%) and less common in Sweden and Slovakia (both 37%). ■

SERVING SHOPPERS THROUGH THEIR SMARTPHONES

Retailers that serve shoppers through mobile apps, high performance mobile websites and offer click and collect stand out in the Mobile dimension

Both mobile commerce and multichannel services come under the spotlight in the Mobile dimension of the Growth 3000. That reflects the speed at which shoppers have switched to using their smartphones to browse and buy – a trend likely accelerated by the Covid-19 pandemic – as well as the central role mobile devices play in bridging the gap between store and online.

HOW DO G3K RETAILERS SERVE SHOPPERS VIA MOBILE?

It's likely that more shoppers may have browsed and bought from their mobile phones during a pandemic year that has pushed more adults towards buying online at all, and then doing so more frequently.

Do G3K retailers have mobile apps?

A growing number of G3K retailers now have a mobile app, with 14% – up by three percentage points (pp) from 2021 – having an Android app and 17% (+2pp) an iOS app. Marketplaces were the most likely to have iOS (66%) and Android (58%) apps. All categories of retailers added apps over the last year. Greetings cards and gift retailers (+5pp to 16%), jewellers (+5pp to 22%) and sports and leisure footwear businesses (+5pp to 20%) added Android apps at the fastest rates, while the latter category also added iOS apps (+5pp to 24%).

How well do mobile websites perform?

Website developers can measure their mobile performance against Google Lighthouse scores for best practice. When RetailX researchers scored the Growth 3000 against the Google Lighthouse mobile best practices metrics, they found that the average best scores went to jewellers (average 81.1%) and bookshops (80.6%), followed by fashion clothing and accessories stores (77.8%).

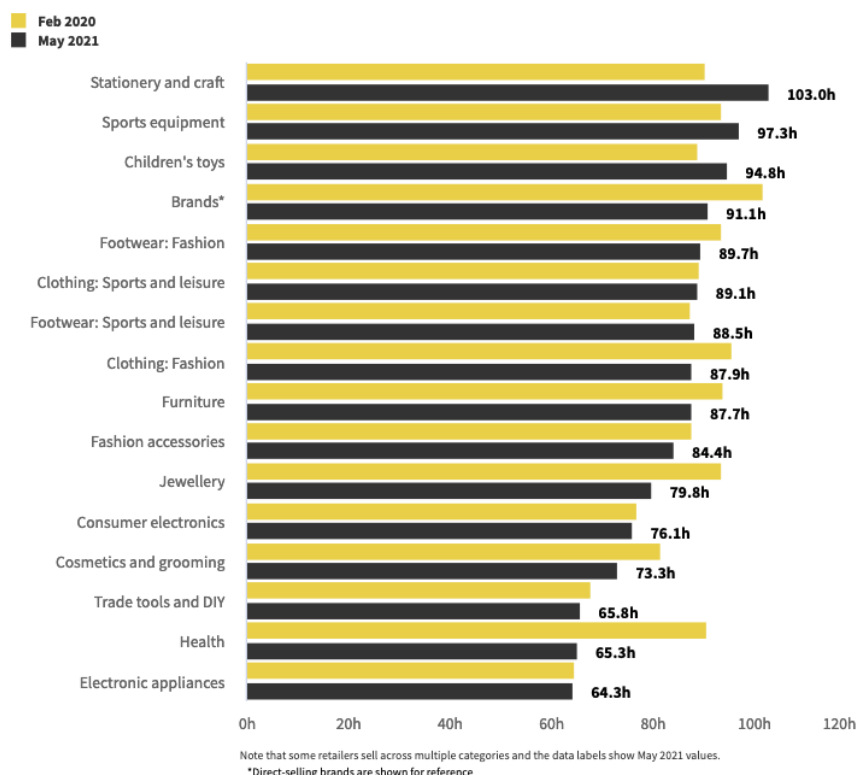
But the sites scored less strongly against the Google Lighthouse mobile performance metric, with bookshops still performing ahead of the competition but with an average 50.8% score, followed by jewellers (49.1%) and hobby shops (47.4%).

TO WHAT EXTENT DO G3K RETAILERS ENABLE CUSTOMERS TO COLLECT THEIR ONLINE ORDERS?

The extent to which retailers offer collection is likely to have been affected by the repeated Covid-19 lockdowns of the last year as well as by trading restrictions put in place when shops have been open.

Figure 11: Standard time until products are ready to collect (hours)

The YOY change in the average time from order to availability for collection from Growth 3000 retailers, by product category



Source: RetailX

Can shoppers collect?

Almost a quarter (24%) of the 892 retailers that were assessed on this metric in 2020 and 2021 enable shoppers to pick up online orders from their stores – unchanged on last year. The service is most common among those selling bikes (35%) and children's toys (32%) and least among those selling greetings cards and gifts (10%) and music (12%). It became easier to collect bikes (+8pp) and hobby supplies (+7pp to 20%) but harder to collect sports and leisure clothing (-4pp to 26%) and alcohol (-4pp to 21%). Collection is most commonly available in Czechia (56%) and Belgium (48%) but least available from G3K retailers in Germany (13%), Bulgaria and the UK (both 15%), while Poland has seen a significant increase (+12pp to 35%) over the last year and the Netherlands has seen the largest decline (-8pp to 27%).

How fast?

Shoppers who order online can pick up their order in an average of 77.3 hours (3.2 days). That's 5.1 hours faster than a year earlier on average – however that's likely to be the result of outliers cutting their times, since the median – or halfway point – time for retailers to make an online order available for collection lengthened by 11 hours to 59 hours (2.5 days). The fastest collection times are at grocers, where orders are available to collect after an average of 45 hours (1.9 days) and a median of 24 (one day). Brands cut their collection times by 11.4 hours to an average 3.8 days – but bookshops saw their average collection times increase by 9.4 hours to 4.7 days. It is noticeable that collection times grew in categories – including sports equipment (+10 hours to a median of five days) and kitchenware (+26 hours to a median of 2.9 days) – in categories where shops were more likely to be closed during lockdowns as non-essential retailers. Across European markets, collections are fastest in the

LEADING RETAILERS: MOBILE

ACTIV INSTINCT

ADLER

BUBBLEROOM

CAREOFCARL.COM

EDUSCHO / TCHIBO

ELEFANT

FASHION WORLD

FORTNUM & MASON

FØTEX

FRANKONIA

HAPPY SIZE

ILGUFO

IN THE STYLE

KALEIDOSCOPE

KAUP24.EE

KING JOUET

KLINGEL

LASCANA

LEVI STRAUSS

MEDIMAX

MOBILCOM-DEBITEL

OMODA

PINK BOUTIQUE

SIGMA SPORTS

SUUNTO

THREE

TRACTIVE

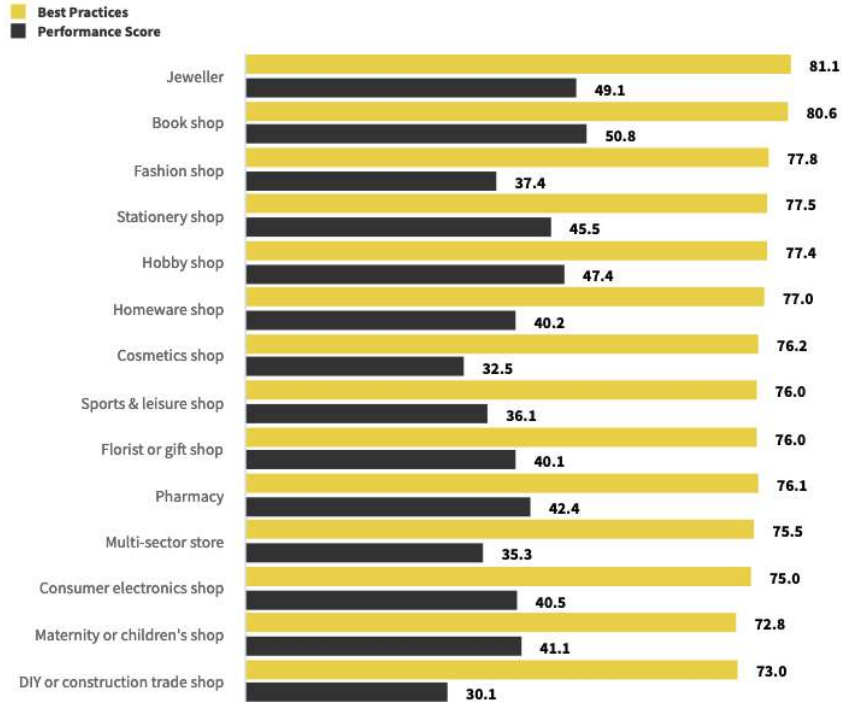
UK ECIG STORE

VARLE

VENCA

Figure 12: How Growth 3000 retailers rate against Google Lighthouse mobile metrics

Average Performance Score and Best Practices Score, by sector



Source: RetailIX, drawing on data from Google Lighthouse testing

centrally-located, well-connected Netherlands (median of 1 day) and slowest in Finland (median of four days) and Spain (median of 3.4 days). In France, collection slowed by 12 hours to a median of 2.9 days.

How much?

Collection tends to be offered as a free service across all European markets, although the average among those that charge is €3.97, with furniture retailers charging an average of €2.12 and those selling sports and leisure clothing an average of €4.80. The median fashion clothing, accessories, jewellery retailers and brands offer collection for free – with those that charged the most likely to cut the cost of collection. Those selling kitchenware, soft furnishings, and furniture were all more likely to increase the cost. Where retailers charge for collection, the costs are lowest in Czechia (average €0.40) and Italy (€1) and highest in Spain (€5.53) and Norway (€3.63). ■

PROMISES FULFILLED

Retailers stand out in the Delivery dimension when they give fast and convenient delivery – and make returns easy

The cost and speed of delivery is important to shoppers when deciding where to make an online purchase – especially when the item they are buying is not unique. The Delivery dimension focuses on delivery and returns. Collection promises are analysed in the Mobile dimension.

WHAT DELIVERY PROMISES DO RETAILERS MAKE?

Next-day delivery

The move towards next-day delivery has reversed in a year marked by the Covid-19 pandemic. In 2020, 43% of retailers offered next-day delivery, itself an improvement from 39% in 2019.

But this year, the proportion of those doing so has fallen from 37% of retailers assessed in both 2020 and 2021 to 31% – a 6pp fall. That's likely to reflect the fact that delivery was often affected over the last year by Covid-19 safety measures and by staff illness, making longer delivery promises a prudent option.

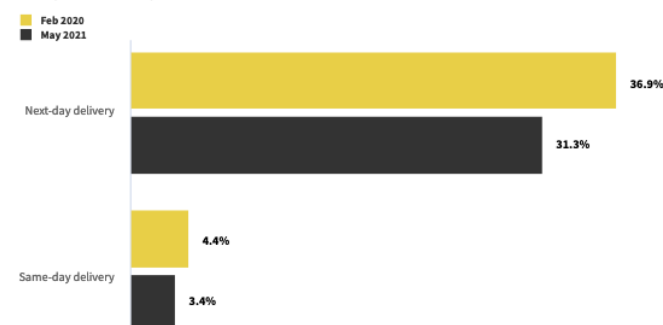
The fastest declines in the availability of next-day delivery have come among retailers selling garden products (-9pp to 35%) and bikes - and other non-powered vehicles (-9pp to 25%) – although marketplaces (+7pp to 17%) did increase their use of the option. In 2021, 30% of retailers delivering to the UK will do so next-day, as do 22% of those delivering to Ireland, but only 1% of those sending to Bulgaria do so. The fastest uptake in next-day delivery is in Italy (+11pp to 16%) and the sharpest decline is in Czechia (-11pp to 22%).

Same day delivery

Relatively few G3K retailers offer same-day delivery and so while there has been a decrease in the extent to which this is offered – from 4% to 3% of the 898 retailers measured on this metric in both 2020 and 2020 – it is not very significant. Same-day delivery is most common in Switzerland (7% of retailers selling to this country offer the service), the Netherlands and Hungary (both 6%) – but it's yet to gain interest in Slovakia, Norway, Ireland and Italy (all less than 1%).

Figure 13: Fast delivery is less commonly offered this year

Both next-day delivery and same-day delivery are significantly less available in May 2021 than they were in February 2020



Source: RetailX

DELIVERY

LEADING RETAILERS: DELIVERY

APOTEA.SE
B2B PARTNER
BICIMARKET
BONDARA
BSB
CARTRIDGESAVE.CO.UK
CLAUDIE PIERLOT
COACH
CYBERPORT
DROGISTERIJ
FASHIONETTE
FEEL GOOD CONTACTS
FREEMANS.COM
GABOR
MARKS ELECTRICAL
MENNACE
MILITARY 1ST
MODNE DUZE ROZMIARY
MR MEMORY
NECKERMANN
OCHNIK
OUTDOOR & COUNTRY
PC GARAGE
PLANETA HUERTO
SCHWAB
SIGMA SPORTS
SOCKSHOP
TWEEKS CYCLES
VALENTINO
WATCHES OF SWITZERLAND

The service is more likely to be offered by retailers selling confectionery (13%), alcoholic drinks (8%), grocery (+4pp to 8%) and garden products – but only 1% of those selling music, musical instruments or pet supplies offer this service.

How long does standard delivery take?

Standard delivery takes an average of 5.86 days for the 1,869 retailers assessed on this metric in both 2020 and 2021, and a median of 4 days. Greetings cards and gift retailers deliver standard online orders in a median of 3.8 days – after cutting the average delivery time by 0.2 days to 4.4 days. The fastest standard delivery is in Czechia (median of 2.3 days) and the Netherlands (2.6 days), and the slowest in France and Norway (5 days).

How much does it cost?

Standard delivery, where charged for, costs an average €5.61 and a median €4. The cost of standard delivery is lowest from eyewear retailers (median of €3.57), software retailers (€3.52) and music, film, TV products (€3.85) and highest from those selling artwork and interior decorations (€5.55) and furniture (€5.59).

The cost is lowest in Poland (median of €2.42) and Czechia (€2.73) and highest in Switzerland (€6.30), Denmark (€5.24) and Finland (€4.99), likely reflecting very different local expectations.

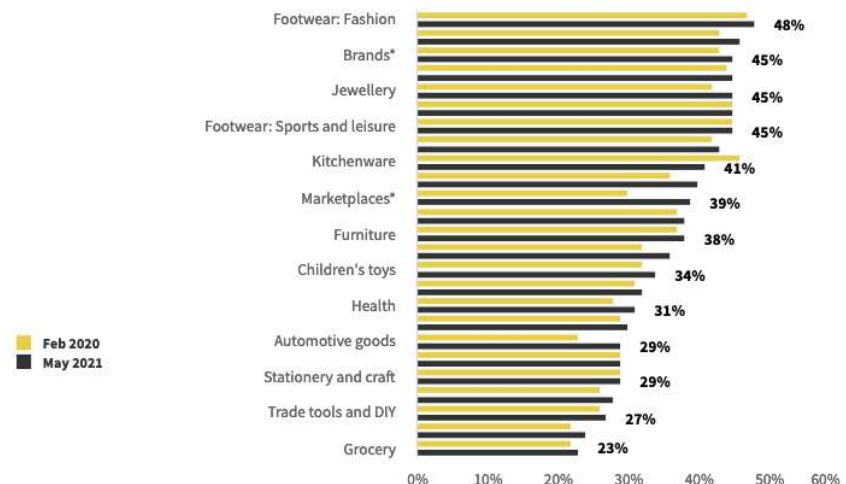
What is the free delivery threshold?

Many retailers offer free delivery when shoppers spend a set amount. On average that threshold stands at €63.60, having fallen by €26.80 since 2020, although the median has increased by €2 to €48 among the 619 retailers researched on the metric in 2020 and 2021. The lowest free delivery is a median of €18.50 when buying greeting cards and gifts, and the highest €56.30, when buying sports and outdoor equipment. In the UK, shoppers spend a median of €46.30 for free delivery, and in Sweden €48.70, but the threshold is the highest in Finland (€79).

HOW DO RETAILERS MAKE RETURNS MORE CONVENIENT?

Shoppers are reassured when they buy from a G3K retailer if they trust that delivery will be easy and convenient. Two important tools are giving plenty of time to make a return and pre-paying the cost.

Figure 14: YOY change in retailers offering pre-paid returns, by category



Source: RetailX

How long do shoppers have to send something back?

Shoppers buying from G3K retailers have an average of 65.2 days to return an item they no longer want, while the median retailer has added a week, taking their returns policy to 23 days, among the 2,243 retailers measured on this metric in both 2020 and 2021. This may well reflect the realities of ecommerce and multichannel returns during a time in which delivery was less easily guaranteed.

The longest returns policies are available to those buying bikes, who have an average of 61.8 days to return their purchase, and a median of 21.5 – just over three weeks. But grocers – perhaps led by the perishable nature of the goods they sell – have the shortest returns policies, as at average of three weeks and a median of two. The longest returns periods are in Denmark, where shoppers have an average of 70.2 days to return an item, although a median of 17, and in Sweden (av. 50.9 days, median 30).

Are returns pre-paid?

Slightly more retailers now offer pre-paid returns (+1pp to 36%), making it straightforward for shoppers to return an item if they have changed their minds. This is more commonly found among retailers selling fashion and sports footwear (both 46%), sports and leisure clothing (45%) and fashion clothing (44%), while 43% of brands offer pre-paid returns – contrasting with 13% of those selling music.

The fastest growth is among marketplaces (+9pp to 39%) and sites selling eyewear (+8pp to 40%) while fewer offered pre-paid returns when sending out musical instruments (-5pp to 23%) or kitchenware (-5pp to 41%). Shoppers buying from Austria (64%) are more likely to be able to use them, and those buying from Czechia (21%) less likely. In Sweden the practice declined by 22pp to 43%, and in Poland it grew by 8pp to 33%. ■

THE EVOLVING WORLD OF PAYMENTS

Retailers need to keep up with both competitors and changing consumer preferences when it comes to getting customers through the checkout process

Retailers' efforts to get consumers to purchase their products count for nothing unless these same consumers can then pay quickly and efficiently for the items they have selected. In practice, this means offering the payment options consumers in different countries are most likely to favour. It also means making checkout as simple to use for consumers as possible – but with certain caveats.

Do retailers require customers to register?

Research suggests that G3K retailers are becoming more likely to advertise the idea that consumers need to register before checkout. Of 2,437 retailers where RetailX researchers analysed over whether registration was advertised/required before checkout, 905 retailers were analysed this year and last. This revealed an 18pp increase in the number of retailers flagging up the need to register.

While noting that this metric was based partly on researchers' perceptions – some retailers may have hidden a requirement to register within the checkout process – this is an intriguing finding. While it is outside the scope of the research, it is perhaps revealing that brands (67% of 420 retailers) are most likely to ask customers to register, followed by footwear: sports and leisure retailers (63% of 277 retailers) and those in the fashion accessories sector (63% of 518 retailers). These are sectors that historically have been proactive in marketing and merchandising.

More widely, it may be that retailers consider that adding some grit to the checkout process a worthwhile trade-off for getting access to consumer data. This impression is borne out by the fact that retailers across all 34 sectors analysed are more likely to advertise/require registration than last year. Similarly, this shift has occurred in 13 out of 14 regions.

Which third-party payment providers do retailers favour?

While retailers need to have a clear idea of which payment providers are most popular in certain territories, a long-term trend is the internationalisation of payments. Services such as PayPal Checkout, Amazon Pay and Google Pay are becoming as familiar to consumers as long-established credit card brands such as Visa and American Express.

That said, of the 872 retailers assessed in both 2020 and 2021, there was a -2 pp change – from 11% to 9% – in the number of companies offering Amazon Pay. Retailers that make most use of this method include those in the following sectors: musical instruments (10%), consumer electronics (9%) and fashion accessories (9%). Regionally, Amazon Pay is gaining ground in Italy (+4pp from 5%-9% of 43 retailers), but losing ground in the UK (-2pp from 11%-9% of 624 retailers). It may be that certain kinds of businesses, those selling via Amazon Marketplace, are more likely to offer this service, although our research did not specifically address this question.

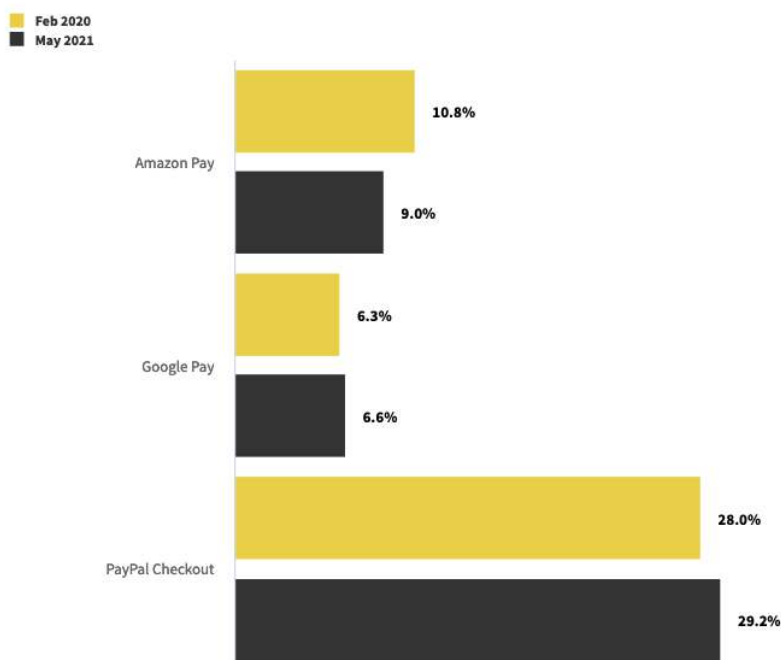
Turning to Google Pay, there was a 1 pp increase, from 6%-7%, in retailers using this method among the 878 retailers assessed in both 2020 and 2021. Retailers in the following sectors are most likely to offer this option: video games (24%), cycling and other non-powered vehicles (16%), and hobby and entertainment supplies (13%).

Similarly with PayPal checkout, there was a 1 pp increase, from 28%-29%, in retailers using this method among the 878 retailers assessed in both 2020 and 2021. Retailers in the following sectors are most likely to offer this option: video games (37%), sports and leisure clothing (32%) and eyewear (31%).

LEADING RETAILERS: CHECKOUT
ABC RC
ANKER
ARDES
ASAMBEAUTY
DRINKSUPERMARKET
ESDEMARCA
FOTO ERHARDT
G2 PLAY
GETTHELABEL.COM
GOLFONLINE
GRILL FURST
HIFI-REGLER
HOOD
JUST SPICES
KAMODY
KARSTADT
KIRSTEIN
LUMINAIRE
MAS MUSCULO
MYMEMORY
PHARMA SHOPI
PIMORONI
PLASICO IT SUPERSTORE
ROYAL FASHION
SALEWA
SKYTECH
SMARTPHONEHOESJES
TALLY WEIJL
WORLD OF SWEETS
YEPPON

Figure 15: Third-party checkout services offered by the Growth 3000

The YOY change in the number of retailers offering a checkout service



Source: RetailDX

Within all of these figures there is volatility across regions and sectors, suggesting a dynamic interplay between consumer expectations, the offerings of competitors and the marketing efforts of the different providers themselves.

What payment methods are retailers most likely to accept?

Looking beyond regional variations, familiar names still command a large percentage of the market in terms of payment processors used by retailers. Visa (used by 372 retailers across 466 unique websites), Mastercard (356/448) and PayPal (339/420) lead the way. ■

LIBRIS: HELPING VISITORS FIND THE RIGHT BOOK

Libris.ro

The roots of independent bookshop Libris go back to 1991, when the Librăria St.O. Iosif opened in Brasov, Romania. On its blog, the retailer says it grew alongside the foundation of the free book market in Romania. From the start it worked to develop partnerships with some of the biggest publishing names in the country and abroad. Today it still sells books and music both through its stores and online. Its online business launched in 2009, and today has a range of more than 340,000 book and music titles.

Readers looking for a book on the site can navigate via a range of categories – including by publishing house – and through search. Viewers can see a preview of the book, and find out what others thought through reviews and star ratings. Once found, they can save books for purchase another time. The site also recommends alternative books that other people liked, and has a range of foreign language titles.

Libris.ro has a loyalty club and offers free express delivery across the country when shoppers spend more than 90 lei. It has a relatively generous 30 day returns policy. Shoppers can also sign up for its newsletter from the home page in return for 10% discount. The website also features links to social media channels. Its Facebook page has more than 200k followers for content that includes book reviews and information about events,



while its YouTube channel has more than 900 subscribers to content that includes interviews – recently with Ken Follett – as well as playlists and promotional videos. The site also links to the bookshop's blog, which, again, is used to review and promote books. Libris supports a range of cultural events, including the LibFest book festival, that are highlighted on the website.

Delivery and payment information is made clear throughout the Libris site, while discounts and special offers are also flagged up.

BICIMARKET: GETTING CLOSE TO CUSTOMERS THROUGH MULTICHANNEL RETAIL

Bicimarket.com

Spanish bicycle shop Bicimarket sells online and through a network of specialised cycling shops. The retailer opened its first physical shop in Barcelona in 2011 and has grown quickly in recent years. It now operates through an extensive network of more than 65 shops across Portugal and Spain that includes its own stores and third-party affiliated stores. The retailer is credited with being the first in its category in Spain to see the potential of multichannel selling for enabling shoppers to buy in the most convenient way and take delivery wherever they want. Bicimarket stands out for its delivery service, shipping for free when shoppers spend €59 or more (or €5.50 when they spend less) for delivery in as little as 48 hours (although this varies by the item that is being ordered). Customers can also pick up in store from members of the Bicimarket network.

The retailer promises the best prices on a range of more than 40,000 items – including bikes, components, clothing and food. Customers can find the right product through search or navigate the range by category, with filters including brand, price and type of product.

Smartphone shoppers can use the Bicimarket iOS or Android app to buy – where the retailer features a range of discounts,



and can engage with the retailer using social channels including Instagram – where it has more than 11.6k followers – Facebook, Twitter, YouTube and Strava. It also has a blog that it uses to share cycling competition news, product inspiration, promotions and offers, and shoppers can sign up for its newsletter on the home page – and get a one-off €10 discount.

Payments can be made through cards, PayPal, French payment method Cetelem, and Spanish buy now, pay later company Segura and shoppers must register in order to buy.

JUST SPICES: ENGAGING ON SOCIAL MEDIA AND OFFERING EASY CHECKOUT

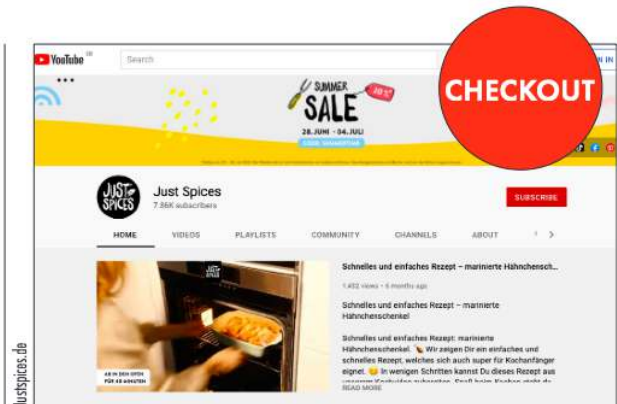
Justspices.de

German spice mix brand Just Spices serves an audience of home cooks with a blend of spices and recipes. As well as selling spice mixes for meals, Düsseldorf-based Just Spices also supplies recipes that feature its spice mixes. Last year the company, which sells direct to customers, raised €13m in its latest round of venture capital funding. Just Spices co-founder Florian Falk has said that his aim is to become the world's largest lifestyle spice brand.

The website is content-led, featuring online recipes and 'how to' guides. That content is also used across four social media sites where it talks directly to its customers, including Facebook – where it has more than 202k followers, Instagram – where it has more than 445k followers, Pinterest and YouTube – where it has 7.9k followers for a range of recipe videos. Shoppers can sign up for its newsletter on the home page as well as joining its spice club.

Shoppers can navigate the website through type of cuisine, main ingredient, type of meal and use factors including star ratings and reviews to make a choice. The site also features other recipes 'you might like'.

Shipping is free within Germany when customers spend at least €39, and to Austria when they spend at least €49. Parcels usually arrive within three working days, although they are at the time of



writing taking up to a week to leave the warehouse. The site also ships to collection points and internationally.

Just Spices is highly rated in G3K research for its checkout – it offers seven payment methods, including PayPal and AmazonPay alongside Sofort, bank invoice, direct debit. As well as its German site, it has four local market websites, including for Switzerland and Austria.

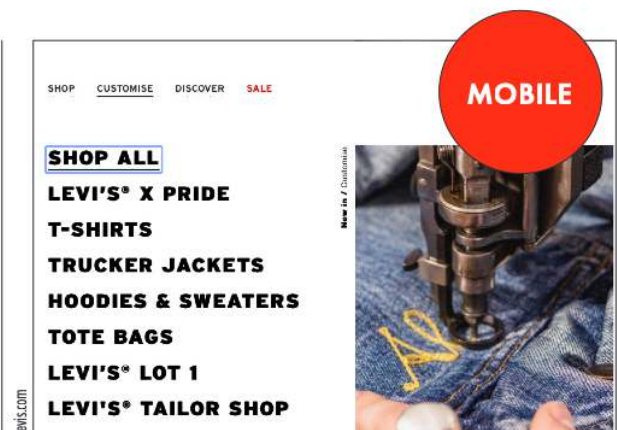
LEVI STRAUSS: MAKING SHOPPING SIMPLE FOR SMARTPHONE USERS

Levis.com

Levi Strauss has been in business since 1853 – when its Bavarian-born founder of the same name opened a shop in San Francisco to sell workwear. It is best known for its jeans, a form of clothing that Strauss is credited with inventing. Today the US clothing brand sells online, through around 500 directly operated shops and thousands of retail partners in 110 markets around the world.

Levi's is a leader in the Mobile dimension of the G3K, thanks to an online strategy that prioritises smartphone shoppers. The Levi Strauss' iOS app offers to make shopping quick and simple, while giving early access to product launches alongside exclusive content and offers. Users can earn 'coins' to exchange for discounts and event tickets as part of the Levi's loyalty offer. Alongside this, the retailer says that app content will be relevant for users, with features including expert style tips and the ability to personalise and customise products to meet customers' tastes.

The app, available on iOS and Android, houses the Levi's 247 loyalty club, whose members benefit from free delivery. Others pay £3.99 in the UK. Deliveries to other European countries vary but can cost up to €5.99 – or €9.99 for express delivery. If shoppers change their mind they can return an item for up to 90 days, and shipping is pre-paid. Shoppers can collect online



orders in store or at a third-party collection point. They can check online to see if the right size is available locally, and find out what others thought through reviews and star ratings, and sign up to its newsletter. On its designed-for-mobile website, features include recommendations around what others went on to buy when they looked at the same products.

AMARA: NAVIGATING HOMEWARES

amara.com

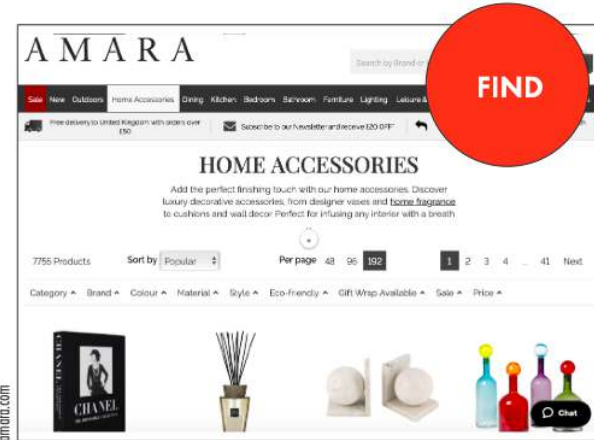
Homewares and gifting retailer Amara, founded by Sam and Andrew Hood, started life as a shop in England before launching its website in 2006. In 2008 it made the shift to become a pureplay business in order to focus on growing the business online. Today it has 10 local language websites serving markets around the world including, in Europe, Germany, France, Ireland and Belgium and its products are delivered to more than 100 countries.

It works with more than 300 leading home brands, and prides itself on its customer service. That includes making its website easy to navigate, both by category and by brand within the category. Search operates by keyword or by brand. When website users find a product they're considering buying they can save it for another time by adding it to a wishlist. Shoppers can also have a wedding list through the site.

Standard delivery from its UK site is free in the UK on orders over £50, while next-day and click and collect are also available.

Shoppers can subscribe to the Amara newsletter from its home page, where they can also easily find information on delivery, returns and ask questions via a chat function.

Amara enables shoppers to share their feedback via Feefo star ratings and reviews. The retailer has its own magazine and enables shoppers to keep in touch through a presence on four social media platforms. The site has, at the time of research, more



than 11k followers on Instagram, 167k followers on Facebook and 14k followers on Twitter, both for inspiring images and product information, and is also present on Instagram and

Sustainability is the focus of the website's One Planet section, which features information on buying more sustainably while recycling old possessions at the same time. Here, sustainable gift choices sit alongside a blog with advice on sustainable living.

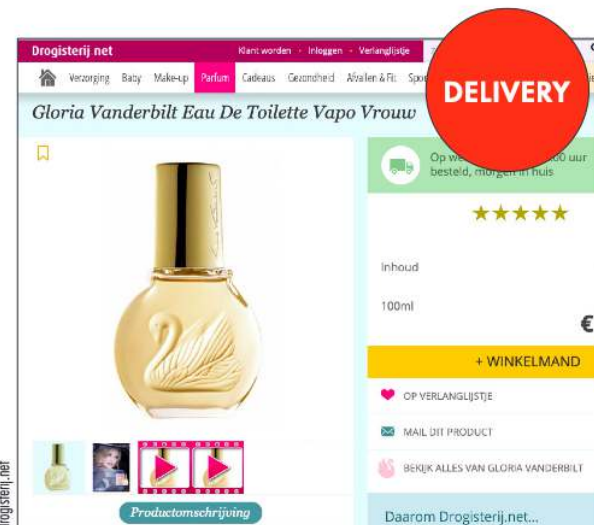
DROGISTERIJ: FREE AND FAST DELIVERY AND RETURNS

drogisterij.net

Dutch online chemist Drogisterij, based in Stellendam, sells a range of more than 50,000 items from perfume, make-up and gifts to baby products and sports supplements. Shoppers can navigate the range through a series of filters, showing both categories and the brands within those categories, and narrowing down to categories that are as specific as 'fish oil' and 'amino acids'. They can see how many items from each brand are available – and how large a discount the website is offering compared to recommended prices.

The retailer illustrates its products through product images and videos, and shares what other people thought through reviews and star ratings. It enables customers to get in touch with questions via a range of channels, from contact form and email through to live chat and WhatsApp – with staff available to offer advice about products or ailments. Away from the website it talks to shoppers through social channels including Facebook – where it has more than 6,000 likes – Twitter, Google Plus and YouTube.

Drogisterij stands out in the Delivery dimension. It offers free delivery in the Netherlands and Belgium to customers spending at least €40. Shoppers ordering before 10pm get their orders



the following day in the Netherlands, or in four to eight days in Belgium. Shoppers can return items they no longer want for up to 30 days – and they can reorder a previous order.

FØTEX: DELIVERING PERSONALISED SERVICE

foetex.dk

Danish retailer Føtex was the country's first supermarket when Herman Salling opened its doors in Aarhus in 1960. Today it is owned by the Dansk Supermarket Gruppen and sells through both supermarkets and department stores, with more than 100 branches in total. Digital is part of the experience, and the retailer has an online range that includes more than 50,000 products, from food to homewares and leisure goods. It delivers to more than 40 towns and cities in Denmark, 365 days a year, and also adds in deliveries to holiday home destinations in the summer. Shoppers can order for next-day delivery when they order before 22.59, and do so within a one, two or three hour time slot on a minimum order of DKK400 and with a cost of DKK15 – unless spending more than DKK 1,000 – the threshold for free delivery. Items can be returned within 30 days through channels including pick-up from the home.

Føtex is a leader in the Mobile dimension of G3K research. The retailer has both a sophisticated mobile app, available on both iOS and Android, and offers click and collect services.

The Føtex Plus mobile app promises a personalised customer experience, remembering shopping patterns over time to send relevant offers, while app users also have lower prices in-store, with automatic in-store discounts as long as customers use the



debit card associated with the app. Shopping lists can be written in the app – and forwarded to someone else if it then transpires that the customer can't get to the shop themselves. The app features a freshness guarantee – if shoppers are sent an item of food – or a drink – that is past its best, they can take a picture of it and submit it on the app for a refund, in the form of a discount voucher for future use.

The digital experience extends in-store as well. Shoppers can collect digital orders in-store, and they can pay through a tablet from the checkout queue.

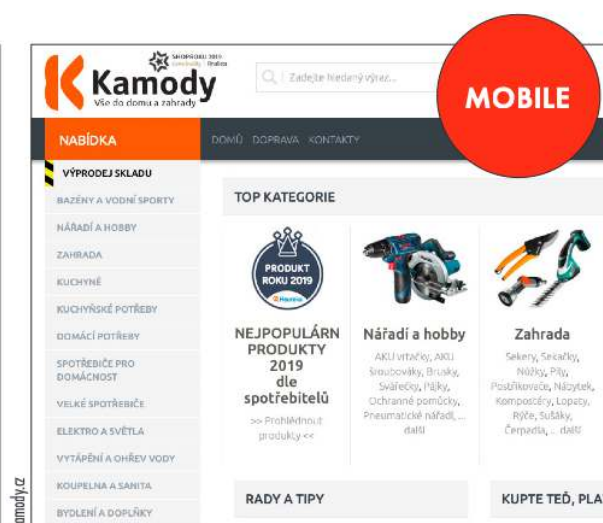
KAMODY: OFFERING A BROAD RANGE OF PAYMENT OPTIONS

kamody.cz

Czech DIY-to-hobby-and-garden equipment retailer Kamody has been selling goods online in Czechia since 2004. Today it also sells from a range of 700,000 lines to six Central European markets, including Germany, Hungary, Austria, Slovakia and Poland.

Customers can find the item they are looking for on the Kamody website by search or navigation through categories supported by an exhaustive list of filters, including price, brand, electrical output and more. Having identified a product, they can find out what other people thought through star ratings and reviews. Other items that shoppers looked at are recommended on product pages. Registered shoppers can save potential purchases to a wishlist, see their order history, track ongoing orders and benefit from better prices. Website users can also opt to join the Kamody Club, enabling them to buy goods at a discount, receive exclusive offers, have their orders processed as a priority, and to enter a monthly prize draw.

Deliveries are shipped from the Czech warehouse, with delivery costs starting at 69CZK for parcels up to 5kg. Shoppers can also choose to pick up from its warehouse or from a third-party parcel shop. Kamody ranks highly for its checkout options. Payment options on the site include cash on delivery and bank



transfer as well as card payments, either online or on delivery, and a Twisto buy now pay in 14 days option. Shoppers can log in using their Facebook or Google credentials.

KAUP24: HELPING MOBILE SHOPPERS TO BUY

kaup24.ee

Kaup24, an Estonian online department store, offers a range of more than a million lines across 16 different categories. The retailer is part of the Pigu Group that has operations in Latvia and Lithuania as well as Estonia, and is one of the most visited online shops in Estonia for wares ranging from mobile phones and electronics through to pet supplies, clothing, sports equipment and furniture.

Kaup24 is a leader in the Mobile dimension, thanks to features including an app available on Android, iOS, and on the Huawei AppGallery. Shoppers using the app can navigate the site's extensive range through category-based filters and a recently-upgraded search function. The app enables customers to log in, browse the range, save items to a wishlist and order and pay through options including payment card, bank link, bank transfer and instalment plans.

Delivery is free to a Kaup24.ee delivery point. Fast home delivery is also available at a cost of €2.49 for parcels up to 5kg. Next-day delivery is available for orders placed before 2pm, when goods are in stock, with a minimum €4.99 order for parcels weighing up to 1kg, and €9.99 over that amount.

Website and app users select their local city, enabling the website to show the most suitable delivery points and times. They can also view it in Estonian or Russian. Orders can be tracked



though the app, while shoppers can see their shopping carts from any device, including computer, tablet, phone when they are logged in to their account. Purchases come with a 14 days money back returns promise.

JOLLYROOM: IDENTIFY THE RIGHT CHILDREN'S EQUIPMENT

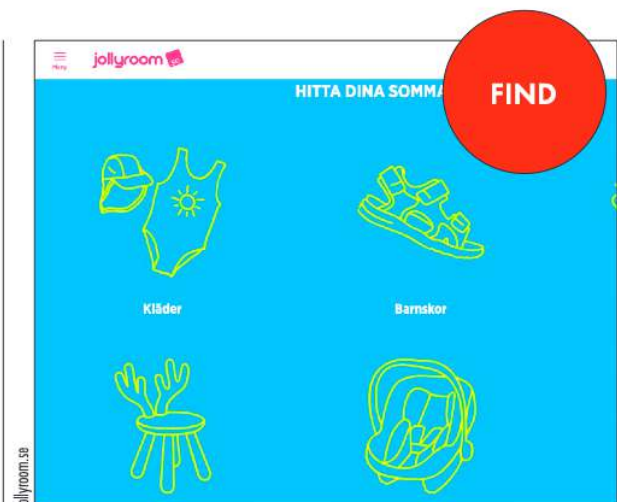
jollyroom.se

Nursery and children's equipment retailer Jollyroom is the largest online shop in its category in Scandinavia. The business now sells in Finland and Germany as well, and has also expanded beyond the baby equipment category where the business started out. Today shoppers can buy from a range that includes sport and hobby equipment as well as furniture.

The site uses a graphic-led approach to navigation. Visitors can click on the image to view each category of clothing or equipment – or opt to browse through an alphabetical brands list. They can add items to a wishlist and find out how other shoppers rated the products they are thinking about buying via Trustpilot reviews and star ratings.

While there are sharing tools on the product page these are not to social media sites, but rather enable users to share an item via email or by copying the link.

A trends blog enables shoppers to discover the latest products in the category, while they can also explore the brand through its social media channels. Its largest following is on Instagram, where it has 206k followers, for a range of product and lifestyle images, and it also has active YouTube, Facebook and Pinterest pages.



The retailer offers free delivery when shoppers spend 1,000 crowns, and have up to a year to make a return. Local payment options include Klarna, Postnord and BankID alongside credit card options.

METHODOLOGY

OUR RESEARCH COVERED FIVE AREAS:

FOOTPRINT: calculated by measuring retail turnover, the ecommerce subset of this turnover, web traffic and the number of stores – and only the European sections of global businesses.

FIND: the extent to which retailers demonstrate visibility and expertise in search and navigation, and adherence to SEO standards.

MOBILE: the extent to which retailers demonstrate an understanding of mobile user experience, multichannel capabilities, whether they have mobile apps, and whether their websites are optimised for mobile browsers.

DELIVERY: measuring speed and cost of delivery, and the flexibility of fulfilment and returns services.

CHECKOUT: measuring the payment services retailers enable as checkout options

PERFORMANCE CLUSTERS

We've ranked the RetailX Europe Growth 3000 in statistically similar groups. Top retailers have performed to an exceptional level across all areas of research, statistically separate from the subsequent clusters. The top Growth 3000 retailers of 2021 are listed as the Top50 on page eight. The retailers, combining both size ('Footprint') and capability, represent the leading edge of retail companies in Europe outside of the Top 1000, which we will next publish in July 2021.

Top150 retailers include the next 100 retailers in the list and represent the best-practice level for retailers of their size in ecommerce and multichannel retailing, exemplifying RetailCraft at its best.

Between the Top150 and Top2000, retailers are grouped in a way that expresses their measured performance that goes beyond their variation in size, reach and turnover. Throughout the year ahead, we will continue our testing and measurement of the whole group, with our findings contributing to the 2022 ranking.

WHAT CONSTITUTES A RETAILER?

The Growth 3000 are the largest retailers according to their Footprint (defined above) outside the RetailX Europe Top1000. The modern multichannel landscape is more complex than merely 'having a website' or 'operating a store'. In choosing which companies to include in the RetailX Europe Growth 3000, we have considered companies' intent, capabilities and activities around the recruitment and monetisation of customers. The definition of a 'retailer' for inclusion in our research is:

DESTINATION: the retailer has created a destination that, in the minds of customers, is a source of product, service or experience. Whether this destination is a shop, a site, a place, a time or an event, it's the sense of 'locus' that counts.

FASCIA-FOCUSED: the assessment focuses on individual trading names, rather than a parent company that may operate more than one brand. Since the group structure is invisible to customers, it does not have a bearing on the position of brands owned by a group. The challenge is to turn group capabilities into trading advantages that the customer would notice across brands.

PURPOSE: the retailer has created goods and/or services for the specific purpose of selling, for consumption by the purchasing consumer.

MERCHANDISING: the retailer actively sells and is not just a portal for taking customers' money. This means the selection, promotion and tailoring of retail offers for customers.

ACQUISITION: the retailer actively markets, recruits and attracts customers with a promise or proposition to the destination.

SALE: the retailer takes the customer's money. The retailer owns the transaction as the merchant of record.

RECOURSE: the retailer is responsible for the service, fulfilment and customer satisfaction owing from the sale.

EXCEPTIONS: in every good list there's an exception, where we may include a certain business due to its influence upon retailers and retailers' customers. Some of these companies will be included within RetailX 'Top' and 'Growth' lists, and others are tracked for information on their impact on retailers.

COMPANIES EXCLUDED FROM THE GROWTH 3000

MARKETPLACES: where a candidate retailer is simply a marketplace, the company is not featured. Where a marketplace undertakes customer acquisition, manages payment, customises offers and recommendations and offers recourse on purchases, then the company will be eligible for inclusion.

PURE TRANSACTION/TARIFFS: where ecommerce is ancillary to the primary purpose of a business, we will not necessarily include them. Online payment for gas or electricity is excluded since the purpose in both cases is to supply energy. Travel companies are not included in the Growth 3000. We have also excluded media-streaming services.

BUSINESS-TO-BUSINESS AND DIRECT-SELLING BRANDS: while the scope of retail is normally direct to consumer, two trends are challenging this – the move for brands and previously solely B2B businesses to sell directly to consumers; and the increasingly retail-like behaviour of B2B brands, in terms of the acquisition, promotion, personalisation and service. We have therefore included direct- selling brands and certain B2B businesses. ■

IN CONCLUSION

The retailers and brands from across Europe that are listed in the RetailX Growth 3000 report have earned their well-deserved places through a year in which retail has been hugely disrupted. These are the retailers that have survived by proving their worth to their customers at a time when the way they shopped changed enormously. They did that by continuing to offer the best customer service they could in the circumstances.

We noted in the Overview that fewer than half of the retailers listed in this year's report were included in the 2020 report. That's a measure of the extent to which the retail landscape has changed over the last year. The good news is that these pandemic survivors have every reason to be optimistic from here. More

people are now shopping online and the broader shift towards ecommerce looks set to happen more quickly than previously expected, fully justifying the investment businesses have made in equipping themselves to sell online and across retail channels. We look forward to reporting on their progress in future years, and hope that this report will help to highlight some of the new opportunities along the way.

We hope you find this a useful report. As always, please do let us know if there are names not included here that we should track for next year's report, and if you think there are other metrics that we should consider in our assessment. ■

Thank you

Thanks to our Knowledge Partners for their contributions to our year-round research and for the data insights included in this report.



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